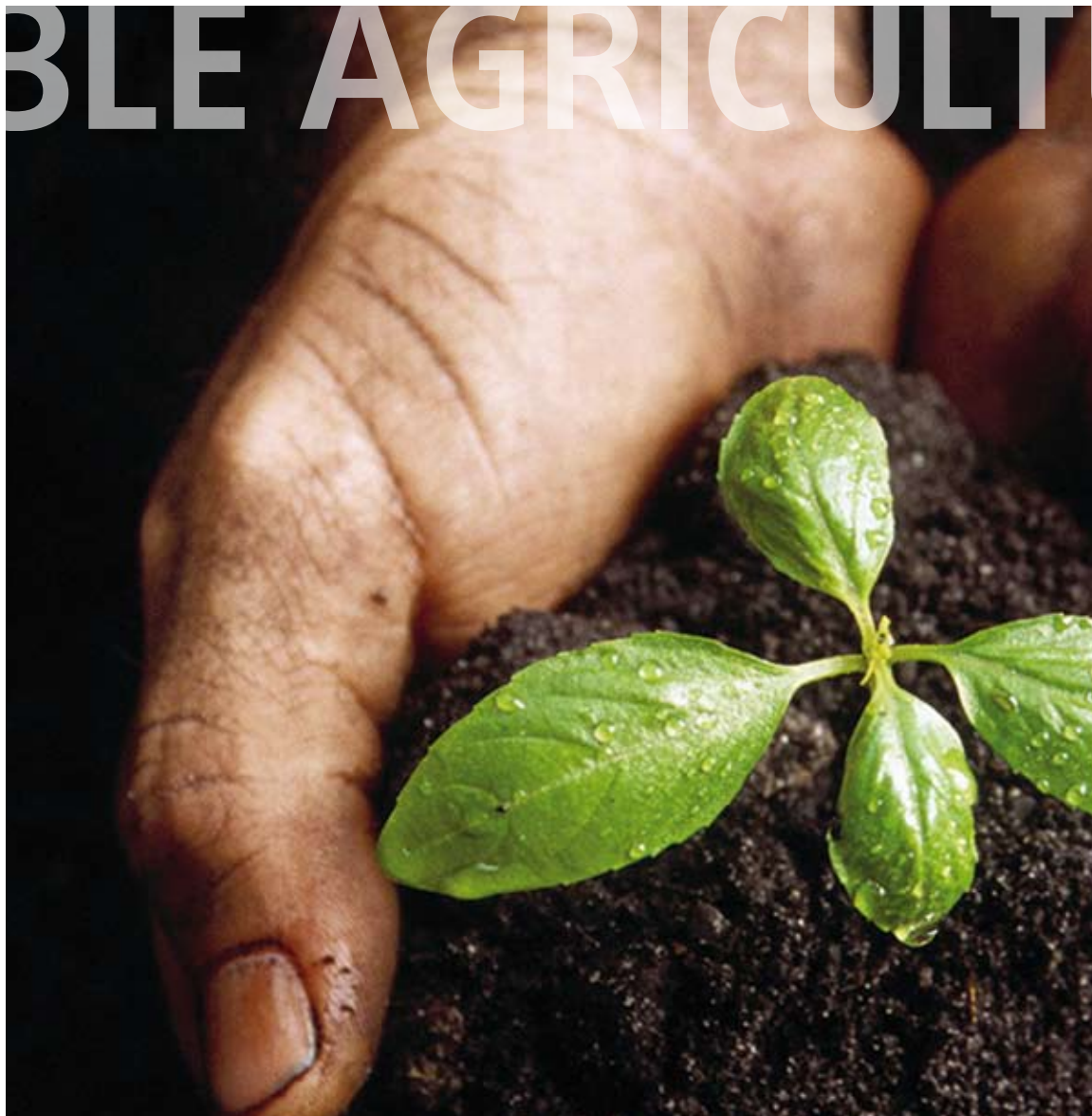


SUSTAINABLE AGRICULTURE



**SHORT GUIDE TO
SUSTAINABLE AGRICULTURE**

SUSTAINABLE AGRICULTURE

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FOREWORD

We, leaders of global food and agriculture, recognize that we influence the way one quarter of the world's population earns a living, half the world's habitable land is cared for, and two-thirds of the world's fresh water is used. With such influence comes opportunity and responsibility. We see sustainability as both a social and a business opportunity.

For our businesses, sustainability can enable us to enhance brands; meet new market demands; attract the best and brightest employees; ensure a reliable supply of food; reduce risks; harmonize standards and plant inspections; reduce the use of energy and materials; and create value for every player and society as a whole.

Our vision is to make continuous improvement toward a sustainable food and agriculture system in which the food we eat is affordable, safe, and promotes our health; the fertility of our soil is maintained and improved; the availability and quality of water are protected and enhanced; the air is clean; biodiversity is protected; farmers, farm workers, and all other actors in value chains are treated fairly and benefit economically; sustainable businesses can thrive; and the flow of energy and the discharge of waste, including greenhouse gas emissions, are within the capacity of the earth to absorb. The intention of this booklet is to give an easy understanding of sustainable agriculture and its main issues by showing success stories of concrete business case studies.

SUSTAINABLE AG



THE NEED FOR SUSTAINABLE AGRICULTURE

The world's population is expected to rise dramatically over the next 40 years, from 6.7 billion in 2009 to 9.2 billion by 2050. At the same time, economic development will lead to an increase in demand for meat, dairy, vegetables and fruit.

To feed the world and to feed it well, global food production will need to double by 2050. The problem, however, is that half of the habitable land on Earth is already used for farming.

As resources are limited, the challenge is to achieve global food security while having a positive impact on the environment and society. Sustainable agricultural practices provide the solution.



THREE SIDES TO SUSTAINABLE AGRICULTURE

Sustainable agriculture has environmental, social and economic dimensions – and all three must be considered together. Focusing on one or two in isolation will not give the desired results.

Protecting and improving the natural environment are fundamental, and issues like climate change, energy, water scarcity, biodiversity and soil degradation need to be addressed.

The social dimension covers labor rights and the health of communities, including access to and affordability of food, labor rights and community health. Food quality, safety and animal welfare are also important social aspects.

On the economic side, sustainable agriculture is productive, efficient and competitive. The benefits should be seen in farm profitability, in thriving local economies, and throughout the whole value chain.

GOOD BUSINESS SENSE

The food industry needs long-term, increased supplies of quality raw materials to cater to growing demand, but factors such as unusual weather caused by climate change and water scarcity are making production and prices more volatile.

Sustainable agricultural practices and programs can help businesses ensure a reliable supply of food and open up new opportunities at the same time – such as enhancing brands and meeting new market demands. Food companies that embark on this challenge are the ones attracting the best and brightest employees.

As awareness is growing amongst business operators, sustainable sourcing has become a point of differentiation in the marketplace. Moreover, the consumers they serve are increasingly concerned about where their food comes from and pay great attention to whether it is produced in a responsible way, from farm to fork.

Looking at our food production system, the biggest potential for impact lies in influencing primary production. Enhancement of sustainable sourcing and sustainable agriculture are key opportunities when this system is challenged. This understanding has a place at the top of the corporate agenda.



Water - essential for life - is one of the world's most important natural resources, and is central to nearly every business activity.

However, a substantial increase in consumption by both the agricultural and industrial sectors raises concern on the future availability of water.

Water scarcity has grave implications for agriculture, as almost 70% of the world's surface water supplies are used for farming. It is therefore essential to protect this precious resource by implementing efficient water management techniques and sustainable practices, which can include efficient irrigation systems, water harvesting, and better water treatment and waste control.

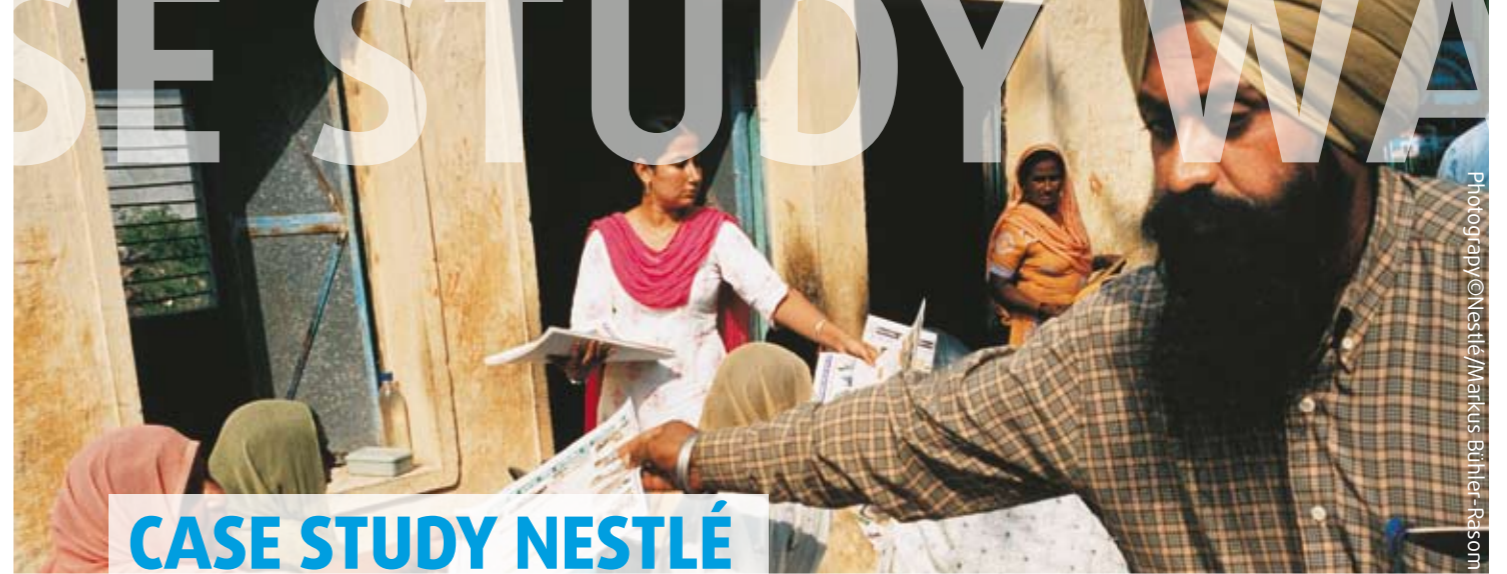


CASE STUDY MCCAIN FOODS IMPROVED IRRIGATION INITIATIVE IN INDIA

Despite being the world's third largest producer of potatoes, India only generates a limited supply that is suitable for processing. One of the sustainability issues in growing potatoes in India is the use of outdated flood irrigation techniques. These methods lead to excess water consumption - up to 900 mm for a growing season requiring only 350-400 mm.

In order to develop sustainable irrigation practices, McCain has been performing irrigation trials and training sessions with potato farmers in the region of Gujarat since the early 2000's. The initiative, with the support of state government, has resulted in the adoption of solid set and drip irrigation methods requiring at least 30% less water consumption.

Overall benefits of sustainable irrigation have been substantial: potato yield per acre has risen from 30 to 44 tons per acre, costs for farmers and government have decreased, the agricultural sector has become more sustainable, and the overall quality of the potato has improved. This means more sustainable supply of raw materials for potato food processors.



Photography © Nestlé/Markus Bithler-Rasom

CASE STUDY NESTLÉ EFFICIENT WATER MANAGEMENT FOR A SUSTAINABLE SUPPLY OF RAW MATERIALS

In 2007, Nestlé embarked on a worldwide program to improve management of water at farm level by providing farmers with materials, techniques and knowledge which are prerequisites for efficient use of water in agriculture and adequate protection of water bodies.

The first phase was to disseminate best practices via a repository primarily focusing on milk and coffee farming guidelines (the two core commodities of Nestlé).

Nestlé's sourcing managers were trained to successfully apply water management techniques and to share them with farmers, and manuals were produced to facilitate implementation and reduce marketing costs.

The program has already shown that small changes can have a big effect on the farm. As an example, the amount of water needed for post-harvest treatment of coffee cherries has been reduced by 90% in Ethiopian farms - an impressive achievement.

To accelerate the project Nestlé is learning from others and has forged project partnerships with organizations such as the International Water Management Institute (Sri Lanka), the University of Zollikofen in Switzerland and for the last three years has sponsored World Water Week in Stockholm to engage in public discussions. It has also sought the participation of NGOs and local organizations that can follow up with technical projects and lobby for official regulations on water management.

In the long-term, Nestlé expects the program to help ensure sustainable supply of agricultural raw material despite potential water supply reductions.

Nestlé is also sharing these best practices with other companies within the SAI Platform to accelerate global implementation.

CLIMATE CHANGE

Climate change, or global warming, refers to the increase in temperatures over the last 100 years due to greenhouse gas emissions from human activities, CO₂, methane and nitrous oxide, as well as others.

Climate change upsets the balance of natural systems. For instance, higher temperatures cause sea levels to rise, and unpredictable weather conditions upset patterns of precipitation.

The effects for agriculture are serious. Crops are exposed to quite different conditions from those that suit them best, and productivity can be gravely affected.

Although changes in some places can be favorable for production, in general climate change brings more risks for farmers, who have to adapt their methods to new conditions.

The supply of raw materials for food businesses can be disrupted, and the quality and price adversely affected.

Biodiversity is affected by changing climate and in turn it affects crop health and therefore supply. When biodiversity is compromised species die out or are exposed to new pests. Climate change interlinks issues such as water availability and biodiversity.



CLIMATE CHANGE

CASE STUDY DANONE

REDUCING ENVIRONMENTAL IMPACT BY CHANGING THE COMPOSITION OF COW FEED

In a bid to bring a new dimension to its agricultural sourcing strategy, Danone Dairy Product business in France adopted an approach developed by Bleu Blanc Coeur, which involves reintroducing omega 3-rich flaxseeds into cows' diets, supplemented by grass, hemp and alfalfa.

Cows' natural diet is grass, which is rich in beneficial fatty acids. But in the second half of the 20th century, maize silage and soybean cakes became the mainstays of cattle feed. The result has been a change in cows' milk composition and a shift in the ratio of omega 3 fatty acids to omega 6. Moreover, the modern diet makes cows more prone to flatulence.

Danone Europe embarked on the program in 2005. On the twenty French farms taking part in the pilot, greenhouse gas emissions were reduced by 20 to 30%, and milk yield increased by 8 to 10%.

Analysis showed the milk contained the same level of proteins as before, but less fat overall.

In late 2007 Danone Europe began rolling out the program in its biggest milk collection region around

Rouen. Progress was rapid: within six months more than 500 farmers were on board.

The program ensures availability of more quality milk and new growth opportunities through delivering healthier products to consumers.

But beyond the business angle, the program brings health, social and environmental benefits.

The naturally high omega 3 content of the milk gives it functional benefits and contributes to a healthier diet for consumers. Cows are also healthier, and farmers see improvements in production and in their revenues. At the same time, methane emissions from the cows are reduced by around 20 percent.

The next step for Danone is to work with marketing colleagues to communicate about the project's manifold benefits and to develop further consumer awareness.

Depending on the pilot results Danone will consider extending the program to other regions in France. Elsewhere, similar projects are underway in Spain, and in the US with Stonyfield Farms.

LAND USE

The availability of land and fertile soil is essential for healthy crops and livestock. Fertile soil also promotes biodiversity, efficient use of water and filtering, and avoids run-off of nutrients. It acts as a carbon sink, countering the forces of climate change.

Two billion hectares of land worldwide— twice the size of China – are seriously degraded, some irreversibly. Inadequate agricultural practices, such as the improper use of fertilizers and pesticides, lead to soil pollution, salinisation and loss of arable land. Forty percent of all arable land already suffers from some level of degradation.

Farmers who work this degraded land face decreasing yields, resulting in lower income. It is therefore vital for them to adopt sustainable land use practices to keep soil healthy. This is also in the interest of companies, as fertile land is essential for securing their supply of raw materials.



CASE STUDY

CASE STUDY UNILEVER NO TILLING FOR BRAZILIAN TOMATOES

Five Brazilian tomato growers in Goiás state have worked closely with Unilever Brazil since 2002 to adopt sustainable growing practices. The medium- to large-sized farms produce 440,000 tons of tomatoes each year between them. But the humid climate, variable weather and high levels of pests make for difficult growing conditions.

In February and March, the start of the growing season, Goiás state experiences as much as two to four inches of rainfall a day, making the soil particularly vulnerable to erosion.

To minimize erosion and soil degradation, Unilever Brazil's field staff, who visit the farms weekly, advise growers to minimize tilling or to avoid plowing the soil altogether.

Turning the soil may control weeds, but it exposes the top soil, which is rich in organic matter and retains water well. When top soil is exposed, the organic matter it contains is rapidly broken down and nutrients vital to plant and soil health (nitrogen, phosphorous and potassium) are lost.

Not tilling helps to keep the soil in better health and also reduces the need for irrigation and fertilizers, saving

farmers money on expensive inputs. Unilever helps the growers implement other land use practices such as sustainable pest control, waste reduction, drip irrigation, and harvesting techniques as well.

For the farmers, these sustainable practices result in a lower cost of inputs and a bigger tomato harvest. This means that the gross cost per ton of fruit is reduced. Throughout the year other crops are grown on the healthy land in rotation, such as soy and corn in the summer.

By protecting the natural resources and improving the livelihoods of growers, Unilever Brazil is securing its own access to more sustainably produced tomatoes to meet local processing needs.

Unilever Brazil plans to extend the project to all of its Goiás state growers, providing them with the same support on best practices. Regional managers are developing their own manuals and educational programs tailored to the needs of local farmers, agronomists and fieldsmen.

The company is also publishing its guidelines for the sustainable growing of tomatoes for processing, and is sharing these with third party suppliers.





PEST MANAGEMENT



Protecting crops from pests, weeds and disease is an essential part of everyday farming activities, even more so in the context of rising food prices, population growth and concerns over global food security. Pest management is essential for preserving the abundance and diversity of native species and for ensuring the quality and sustainability of agricultural yields.

Conventionally, pesticides and other chemical agents are used for crop protection in the agricultural sector. Different schemes for insect control need to be explored based on the characteristics of the production site.

In an effort to deal with the pest pressure and promote biodiversity preservation, farmers and businesses have developed programs that not only based on the responsible use of agrochemicals but also on Integrated Pest Management strategies, such as pest monitoring and biological control.



CASE STUDY PEST MANAGEMENT



CASE STUDY THE COCA-COLA COMPANY "BETTER GROVES, BETTER COMMUNITIES" PROJECT IN BRAZIL

Orange groves – the production grounds for orange trees worldwide – are vulnerable to attack by insects such as fruit flies. These vermin are responsible for fruit drop, and can have a detrimental effect on the overall quality of the fruit.

In 2007, The Coca-Cola Company partnered with Citrovita, one of its orange juice suppliers, to launch the “Better Groves, Better Communities” project throughout Citrovita operations in the state of Sao Paulo, Brazil. The main objective of the project was to deal with pest pressure in an environmentally friendly manner, while also providing a social component in the form of youth training and promotion of cultural events in the region.

Citrovita orange groves are embedded within a system of natural and recomposed forest spaces – referred to as biocorridors, which constitute preserved jungle. Therefore, while chemical agents can be used as a means of pest management within the orange groves themselves, pesticides cannot be used within or in the proximity of the biocorridors.

To deal with the growing fruit fly pressure in the groves, pest monitoring was used to determine the zones of

highest fly presence. As it is impossible to survey all trees within forest spaces, a geostatistical approach (complemented with Geographic Information Systems) was used to determine which tree species host the fruit fly. Sampling was conducted along a 62 mile trail within the forest spaces. The orange groves, on the other hand, were surveyed through georeferenced fruit fly traps. The study revealed that the greatest concentration of flies was in the grove rather than the forest spaces. Initially, the control strategy was to rely on sterile male flies and parasitoids. However, an unexpected turn of events occurred recently when a species of nematodes was found to be effective in fruit fly control. Nematodes are soil organisms, and certain species prey on the early stages of fruit flies which reside in soil. Following this discovery, entomologists involved in the project began experimenting with the use of nematodes as biological control agents. Their use offers many advantages, including the control of other insects such as “bicho furao,” less releases per year, and greater ease of release in the field. In laboratory experiments, nematodes can control up to 90% of fruit flies; entomologists are currently trying to estimate the degree of efficacy in field experiments. Once results are fully validated, Citrovita will disseminate this technology to its own fruit suppliers.



BIODIVER

BIODIVERSITY

Biodiversity refers to the wide variety of flora and fauna found in nature (wild plants, animals, insects and micro-organisms). Biodiversity also supports a number of natural ecosystem processes and services. Some ecosystem services that benefit society are air quality improvement, climate mitigation, water purification, disease control, biological pest control, pollination and prevention of erosion.

Climate change, population growth and human activities are causing loss of biodiversity globally. Converting land use and deforestation can displace species from their natural habitat, causing the resulting damaged ecosystems to struggle to sustain life.

For these reasons the protection of biodiversity has become a major concern in agricultural practices. Businesses are increasingly exploring ways to be productive while maintaining and improving biodiversity as they become aware that the implications of biodiversity loss extend beyond raw material availability, quality and price.



CASE STUDY BIODIVER

CASE STUDY STARBUCKS PROMOTING SHADE-GROWN COFFEE

Coffee is traditionally grown in the shade, beneath a canopy of varied tree species. Home to bird life and pollinators, the trees protect the plant and the fruits ripen slowly out of the sun's glare.

Global demand has caused 25 million acres of rainforest around the world to be cleared to grow high-yield, fast-ripening coffee in direct sunlight.

In 1999 Starbucks joined a project set up by Conservation International (CI) around the El Triunfo Biosphere Reserve in Chiapas, Mexico, to encourage shade-grown coffee and prevent further deforestation. Technical assistance was given on coffee growing techniques and quality. Starbucks provided a market and offered a premium for shade-grown coffee.

With the introduction of its Preferred Supplier Program, developed with CI in 2001, Starbucks moved up a gear. The initial two-year pilot scheme for Chiapas was designed to be the basis of Starbucks' coffee procurement

everywhere. Farmers received a premium for coffee depending on their environmental, social, economic and quality performance.

In 2004 the project evolved again with the launch of Coffee and Farmer Equity (C.A.F.E.) practices, which give a framework for the whole industry to encourage sustainability.

Starbucks and CI have recently developed a method for measuring the impact of C.A.F.E. practices on biodiversity. The results will be published in late 2009.

While the farmers receive good returns, Starbucks benefits from secure supply of high quality coffee. Starbucks now sources the majority of its coffee over 200 million pounds a year - from C.A.F.E. approved suppliers. The company is also looking at ways to apply the C.A.F.E. practices to other commodities, such as cocoa and sugar.



ECONOMIC ASPECTS

Agriculture plays a fundamental role in the economic growth and the development prospects of a vast majority of developing countries. Up to 70% of their populations live in rural settings and rely on farming for their livelihoods.

Therefore, when businesses source products from these countries, they can contribute to the wellbeing of millions of rural laborers and small farmers. However, this requires that they understand the dynamics of their supply chains and the consequences of their procurement policies.

To do so, buyers can benefit from partnering with researchers and NGOs to analyze impacts and from building relationships with key stakeholders, thereby ensuring that communities flourish and farmers have the capacity to supply them in the long-term.



STUDY ECONOMY



CASE STUDY COSTCO AND CIAT SOCIAL AND ECONOMIC BENEFITS OF SUPPLY CHAIN TRANSPARENCY

Every day, French-style green beans travel from remote farms in Guatemala to Costco stores all over North America.

Inspired by her work with the Sustainable Food Lab and curious to know whether Guatemalan farmers were receiving a fair price for their produce, a Costco employee initiated the Juan Francisco project in 2005. It involved an extensive analysis of the services provided by each supply chain player, their prices and revenues, as well as the impact on rural poverty.

The analysis, conducted by the agricultural research organization CIAT, showed that farmers receive 24% of the final sale price of the beans. The family income of farmers was \$4.12 a day, more than four times the income of Guatemala's poorest. They received \$0.28 per two-pound bag of beans, four times as much per acre as from traditional maize cultivation.

One farmer told visitors that the green bean market means her children now wear shoes and attend school.

Her husband no longer has to work away from home for months at a time as a migrant laborer.

The project to assess and improve the supply chain generated trust among the supply chain players. For Costco, it helped ensure continuity of green bean supply. But more than that, it helped managers and buyers take multiple factors into account when making decisions. Weather disruptions, inspection delays, product losses and price increases still occur, but they are now seen from the perspectives of the farmers as well as the buyers.

The project also led to the establishment of the Juan Francisco García Comparini Foundation, funded by all actors in the supply chain. The Foundation supports health care access and educational scholarships for the families of the most vulnerable workers and very small Mayan farmers.

Costco is now enrolling more of its supply chains, like cashew nuts and shrimps, in similar processes.

SOCIAL ASPECTS

Agriculture - the largest industry on the planet - employs over one billion people worldwide. Working conditions and community health issues vary greatly according to region and continent.

In developing countries, where almost three-quarters of the population relies on farming to make a living, businesses have an opportunity and a responsibility to contribute positively to the livelihood of the communities who help to produce their products.

This means ensuring that farmers receive fair returns, and that good labor conditions prevail throughout the supply chain. In addition, businesses can facilitate access to education, training and health care for laborers and their families.

By developing relationships throughout the supply chain, companies can help communities to prosper, and subsequently to continue producing in the long run.



CASE STUDY KRAFT

MARKET-ORIENTED PROMOTION OF SUSTAINABLE CERTIFIED COCOA PRODUCTION IN CÔTE D'IVOIRE

As the world's largest producer of cocoa, Côte d'Ivoire generates 40% of global production, most of which is grown by smallholder farmers. Cocoa is an indispensable commodity for many industries worldwide, but its production is "bittersweet", as challenges for farmers are numerous. Indeed, they must deal not only with low productivity due to pests, plant diseases and insufficient knowledge of best agricultural and sustainable practices, but also with an array of social challenges including poor living and health conditions, lack of education and low income.

Finding sustainable solutions to these issues has been the aim of Kraft Foods Inc and the Market-oriented Promotion of Sustainable Certified Cocoa Production project which it has been involved in since 2005. In partnership with Armanjaro Ltd, GTZ, BMZ and USAID, Kraft launched the initiative in the regions of Daloa/Issia and Abengourou to encourage farmers to produce quality cocoa according to the internationally accepted Sustainable Agriculture Network's certification standards.

Farmers who comply with these standards can display the Rainforest Alliance Certified stamp on their products, providing them with added value in the marketplace. Cocoa farmers have been encouraged to organize themselves efficiently and to improve their agricultural

and management practices. The aim has been for them to increase their income, to improve the living, working, health and education conditions of their families and workers, to manage their farms more professionally and to protect the environment.

Over the last three years, six cocoa cooperatives have joined the program, with 2039 farmers participating in the initiative. Overall, in addition to successfully contributing to an increase in productivity, yield and market access - and therefore in an increase of income for farmers, - the project has brought change to working and living conditions of farm workers and their families. Indeed, school attendance for children has become a normal part of daily life in the areas where participating cooperatives are located, and Kraft has joined in a range of activities to fight trafficking and the worst forms of child labor in the region. Furthermore, trainings to help improve living conditions have proved beneficial to producers, who have seen a positive influence on their health and overall hygiene.

The impact of the project in terms of gender equality has been valuable, as women - though it is not traditional for them to work on cocoa farms - have been joining cooperatives at a faster rate than men.



CASE STUDY SOCIAL A

QUALITY

FOOD QUALITY AND SAFETY

Consumers are exacting about food standards. Benefits of food such as convenience, taste, nutrition, safety, and cost are considered and trade-offs can be made. Taste can be chosen over nutrition or convenience over cost, but when safety of the food is in question, the decisions are usually made more carefully.

Maintaining a safe food supply is a goal of the majority of food producers, processors, and distributors. This is achieved through the strict application of food safety standards that regulate production, handling, preparation, and storage of food in ways that prevent food borne illness.

But sometimes special care must be taken that food safety standards don't result in unintended environmental or social impacts. Protection of vegetable crops from pathogens, for example, can be done while also making sure that biodiversity thrives in the landscape. Similarly, smaller suppliers can be assisted to meet rigorous standards through better functioning credit and extension systems.



CASE STUDY FRIESLANDCAMPINA DUTCH LADY

SUPPORTING VIETNAMESE FARMERS FOR QUALITY MILK

Dutch Lady Vietnam's Dairy Development Program began in 1995 and was originally conceived to run for 10 years. In 2006, after investment totaling \$6.6m and enormous success, the decision was taken to keep going.

The program builds sustainable relationships between the company and small dairy farmers, to improve the quality of milk that can be sourced in high volumes from within the country.

Thirty-nine milk collection points have been set up in the Binh Duong, Tay Ninh, Long An and Ho Chi Minh City provinces, to which rural farmers take milk to sell to the company. This gives the farmers a direct market for milk without the need for intermediaries, and creates an opportunity to provide training, advice and services.

The farmers are trained in dairy husbandry practices to ensure their milk is of optimum quality. Topics include veterinary healthcare, hygiene, milking technique, good design of breeding facilities, and cow care during pregnancy and calving.

A specialist team is on-hand to provide services free-of-charge, such as artificial insemination of cows, veterinary services, and medicines at low prices. This helps build the confidence of farmers; raising cows is a

less risky business when there are technicians to turn to for support.

A scalable, transparent payment system encourages farmers to deliver the very best quality milk they can. In fact, the quality exceeds required quality standards in Vietnam, making for prices to the farmer that are among the highest in the country.

In addition to developing the Vietnamese dairy industry and supporting the livelihoods of small farmers, the program has brought clear benefits for the company. The more quality milk it can source from within the country, the less dependent it is on imports from abroad to serve its needs there – and the less vulnerable to import duties and fluctuations in exchange rates.

When the program started in 2006, only 50 farmers were participating. By 2007 that number had swelled to 2,700 farmers, supplying more than 50 million liters of fresh milk per year.

Dutch Lady Vietnam has also seen new sales opportunities open up as a result of the program, as it has been able to extend its product offering from sterilized milk to fresh, pasteurized milk.



ANIMAL WELFARE

Livestock plays a vital role in meeting both productivity and sustainability objectives, as it is a central element of farming.

Today, animal welfare has become a major source of public concern, and consumer demand for “animal-friendly” products is steadily increasing. As a result, industrialized farming has had to make the shift from focusing mainly on competition and pricing, to taking into account the welfare of animals.

Indeed, it has become essential that livestock be bred, housed, fed and transported in the proper conditions, as bad animal farming practices are not only detrimental for animal well-being, but can also be at the root of a variety of environmental and food safety issues.



CASE STUDY ANIMAL



CASE STUDY BEN & JERRY'S THE CARING DAIRY WAY OF WORKING

In 2003 Ben & Jerry's Europe launched a sustainable milk initiative on Dutch farms in partnership with Cono, a medium-sized dairy co-operative producing premium cheeses.

Since milk and cream make up more than half the content of every tub of Ben & Jerry's ice-cream, the company pays great attention to where it comes from. Animal welfare is a very important aspect of the initiative, known as Caring Dairy. But in addition to protecting the cow, it also aims to protect the environment and farmers' livelihoods.

To improve animal welfare the initiative has developed a tool called the Cow Coach, whereby each farmer self-assesses and monitors aspects of their farm management that relate to sustainability indicators. They draw up an improvement plan tailored to the farm's characteristics and their priorities. The participants also make treatment plans with veterinarians and work in cooperatives. Mutual trust is vital, as they visit each others' farms and can make observations and suggestions that the host farmer may not have considered.

Amongst the improvements seen so far are adaptations to the cows' housing system, such as larger cubicles and increased use of sawdust or mattresses, and elevated feed fences.

Farmers receive a premium of €0.50 per 100kg of milk for following the Caring Dairy way of working, in addition to a €0.50 per 100kg for grazing their cows – a practice that is natural for a cow and makes for attractive countryside landscape.

The pilot phase of the project involved 11 family farmers. These pioneers now inspire and coach their colleagues, as Caring Dairy is rolled out to all 550 Cono farmers.

The improvements achieved by the farmers have led Ben & Jerry's Europe to appoint Cono as its sole supplier. The program has always been focused on the social mission rather than on marketing. However, in 2008 the company started using the Caring Dairy logo on its ice-cream packaging. The unique nature of this initiative has generated much free publicity.

RESOURCE GUIDE

RESOURCE GUIDE

There is a wide range of tools and instruments available to help farmers, companies and retail take on the challenge of sustainable agriculture. This resource guide gives an overview of some of the leading initiatives.

VOLUNTARY STANDARDS

Global Gap

GLOBALGAP (former EUREPGAP) is a private sector body that sets voluntary standards around the globe. The aim is to establish a standard for Good Agricultural Practice (G.A.P.) with different product applications capable of fitting to the whole of global agriculture. www.globalgap.info

EISA

The European Initiative for Sustainable Development in Agriculture has developed a common codex that defines general principles and procedures of Integrated Farming and considers aspects of food production, economic viability, producer and consumer safety, social responsibility and conservation of the environment in a balanced manner. www.sustainable-agriculture.org

RSPO

The mission of the Roundtable on Sustainable Palm Oil (RSPO) is to advance the production, procurement and use of sustainable oil palm products through the development, implementation and verification of credible global standards and, the engagement of stakeholders along the supply chain. www.rspo.org

CERTIFICATION SCHEMES

UTZ CERTIFIED

UTZ CERTIFIED started as a certification standard for mainstream coffee and it is now expanding to other commodities such as cocoa, tea and palm oil. The program gives independent assurance of sustainable production and sourcing and offers online real-time traceability of agricultural products back to their origin.

www.utzcertified.org

Rainforest Alliance

The Rainforest Alliance implements certification programs for a wide variety of food and beverage products such as coffee, tea, cocoa and fruits. Their certification works to conserve biodiversity and ensure sustainable livelihoods by transforming land-use practices, business practices and consumer behavior. www.rainforestalliance.org

Fairtrade

Fairtrade has developed certification standards for many different commodities including coffee, cocoa tea, rice, cotton and fruits. Fairtrade's principal criterion is to guarantee farmers a minimum price that covers the costs of sustainable production and living.

www.fairtrade.net

IMPACT MEASUREMENT FOR VOLUNTARY STANDARDS

The International Social and Environmental Accreditation and Labeling (ISEAL) Alliance supports credible standards and conformity assessment by developing capacity building tools to strengthen members' activities and by promoting credible voluntary social and environmental certification as a legitimate policy instrument in global trade and development.

www.isealalliance.org

PERFORMANCE METRICS FOR FRUITS AND VEGETABLES

The Stewardship Index for Specialty Crops is a multi-stakeholder initiative to develop a system for measuring sustainable performance throughout the specialty crop supply chain. The project seeks to offer a suite of outcomes-based metrics to enable operators at any point along the supply chain to benchmark, compare, and communicate their own performance.

www.stewardshipindex.org

IMPACT METRICS FOR COMMODITIES

Keystone field to market is developing metrics to measure the environmental, health, and socioeconomic outcomes of agriculture in the United States. The aim is to facilitate quantification and identification of key impact areas and trends over time, foster productive industry-wide dialogue, and promote continued progress along the path toward sustainability. www.keystone.org

SUSTAINABILITY TOOLKIT FOR RETAIL

The Food Marketing Institute Task Force on Sustainability has developed a Toolkit that comprises two instruments. The Sustainability Opportunity for Supermarket Executives explains the 'what' and 'why' of sustainability while the Sustainability Starter Kit addresses the 'how'. Both tools are available at www.fmi.org/sustainability/

NGO TOOLS AND RESOURCES

WWF

From assessing a company's environmental impact to helping identify innovative, new technological solutions, WWF is partnering with leading companies to help them achieve their business objectives while simultaneously supporting WWF's conservation objectives. www.wwf.org

Conservation International

As part of its mission Conservation International aims to engage the private sector worldwide in creating solutions to critical global environmental problems in which industry plays a defining role. Conservation International creates best practices, promotes effective policy solutions and tests its ideas in the field with businesses operating in places such as biodiversity hotspots. www.celb.org

Oxfam

Oxfam is a campaigning organization and global expert in emergency relief and long-term development work. They partner with companies to make a difference to some of the world's poorest communities. www.oxfam.org

THE SUSTAINABLE AGRICULTURE INITIATIVE PLATFORM

The Sustainable Agriculture Initiative (SAI) Platform is an organization founded by food industry companies – Groupe Danone, Nestlé and Unilever – to communicate worldwide and actively support the development of sustainable agriculture practices by stakeholders throughout the food chain.

SAI Platform supports agricultural practices and agricultural production systems that preserve the future availability of current resources and enhance their efficiency.

The action-oriented initiative integrates knowledge sharing, assessment of sustainable agricultural practices, and communication. It aims at implementing the three pillars of sustainability – social, economical and environmental – into mainstream agriculture (not niche markets) and through the whole food chain.

With 24 members today, SAI Platform offers food companies a way for pre-competitive cooperation on ways to ensure the sustainable supply of high quality basic ingredients, increase value for consumers and safeguard the welfare of society overall, including environment quality and farmers' well being.

THE SUSTAINABLE FOOD LAB

The Sustainable Food Lab is a consortium of 70 business and social organizations from four continents. Its mission is to deepen and accelerate the shift of sustainable food from niche to mainstream.

Food Lab members have access to sustainability training, leadership development, case studies and off-the-shelf tools.

Partners come together in the Food Lab to test and develop new ideas with live, on-the-ground pilot projects. Three grant-funded clusters aim at poverty alleviation through new business models, climate change and re-regionalization.

The Sustainable Food Lab and its partners are developing impact indicators to measure sustainability and identify gaps between what is being accomplished and what is needed.

Lab members share stories and case studies and learn together at summits and learning journeys in the field. It is also a safe space for business and NGO shared learning and strategy, and is an efficient space to incubate and manage projects.

COLOPHON

CREATED FOR
SAI Platform and
Sustainable Food Lab

CONCEPT, REALIZATION, DESIGN
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SAI Platform Members:

- Agrarfrost GmbH & Company
- Agrotterra
- Cayuga Marketing LLC
- CIO
- The Coca-Cola Company
- Danone Group
- Ecom Trading
- Elders
- Farm Frites International
- Fonterra
- FrieslandCampina
- General Mills
- The Kellogg Company
- Kemin Industries
- Kraft Foods
- Lamb Weston/ Meijer
- McCain Foods Ltd
- McDonald's Corporation
- Nestlé
- Novus International
- Sara Lee Corporation
- Tchibo GmGH
- Unilever
- Volcafe

SAI Platform Affiliate Members:

- CIAA
- EISA



SFL Business Members and Partners:

- ACOS
- Adeco Agropecuaria
- Adina World Beat Beverages
- Birds Eye Foods
- Bolthouse Farms
- Cabot Creamery
- CH Robinson
- Clif Bar & Company
- Del Cabo Foods
- General Mills
- Golden Heritage Foods
- Green Mountain Coffee Roasters
- H.J. Heinz
- Jasper Wyman & Sons
- Los Angeles Salad International
- Organic Valley Cooperative
- Sadia
- Scharffen Berger
- Sodexo
- Sotral
- Starbucks
- SYSCO
- Unilever
- US Foodservice

SFL NGO and Academic Members and Partners:

- AgroFrontera
- AlimenTerra
- Bill and Melinda Gates Foundation
- Catholic Relief Services

- Center for Tropical Agriculture (CIAT)
- Charles Leopold Mayer Foundation
- Counterpart International
- David and Lucile Packard Foundation
- Food Marketing Institute
- The Ford Foundation
- International Institute for Environment and Development
- In Natura
- Institute of Research and Economic Development of Rural China
- Michigan State University
- The Nature Conservancy
- Oxfam Great Britain
- Rainforest Alliance
- Rural Development Institute, Chinese Academy of Social Sciences
- SustainAbility
- Utz Certified
- H. A. Wallace Center at Winrock International
- West-African Association for the Development of Small-Scale Fishing Industries
- Science and Technology in China
- Society for Organizational Learning
- W. K. Kellogg Foundation
- World Forum of Fish Harvesters and Fishworkers
- World Resources Institute
- World Wildlife Fund

