



Achieving Social License in Agriculture

Sean Royer, Exec Director
Environmental Stewardship Division
Alberta Agriculture and Rural Development

Introduction

1. Definition of social license

2. Drivers of Change

3. Industry Response

4. Next steps



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Social License

Definition: The privilege of operating with minimal formalized restrictions (legislation, regulation, or market requirements) based on maintaining public trust by doing what's right.

Public Trust: A belief that activities are consistent with social expectations and the values of the community and other stakeholders.

* Centre for Food Integrity



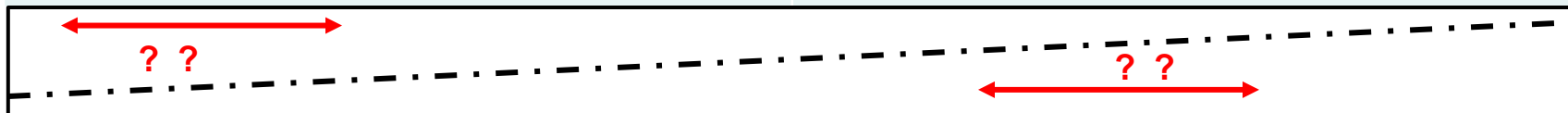
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Compliance Markets (eg. GHG)

- Regulatory based
- Command & Control. Regs inflexible
- Regs are minimum requirements
- No trust
- Usually one component – GHG, air quality, water quality, wetlands
- Paper trail and line of sight for everything
- Rigorous data check every year
- Government oversight
- Public policy guided

Retail Markets (eg. Sustainable beef)

- Consumer based
- Flexible, growing & improving system
- Guidelines for improvement
- Trust
- Production system + supply chain integration
- Accepting of common business practice.
- Assurance that the system is in place
- Private sector industry oversight
- Private policy guided



Drivers of Change

1.Changing Consumer

2.Role of NGOs

3.Changing Definition of Business

FREE MAP WORLD RIVERS • WATER FOOTPRINT

NGM.COM | APRIL 2010

NATIONAL GEOGRAPHIC

A SPECIAL ISSUE

Water

OUR THIRSTY WORLD



SAVE THE PLANET | STOP EATING MEAT

The UN says so, and so do a growing list of school boards. Meet the new eco enemy.

BY KATIE ENGELHART AND NICHOLAS KÖHLER • One drizzly Thursday last May, the townsfolk of Ghent, a Flemish burg of some 250,000 souls famous for its *stoverij*—a stew of beef braised in beer—gathered outside a centuries-old slaughterhouse in the town's historic core to sample soy fritters, pick up a map of local vegetarian eateries, and to watch as a boy in a banana costume did valiant battle against another dressed as a beefsteak. This was Ghent's inaugural *Donderdag Veggie*—Thursday Veggie day, literally—a weekly holiday from the evils of beef, fish, pork and poultry introduced last year by city council, which declared that the moratorium on animal protein would be “good for the climate, your health and your taste buds.” Said a representative of the Ethical Vegetarian Alternative, Belgium's largest vegetarian organization and a partner in the

city initiative: “If everyone in Flanders does not eat meat one day a week, we will save as much CO₂ in a year as taking half a million cars off the road.”

Though meatlessness in Ghent each Thursday is encouraged rather than required, the policy has made vegetarianism pervasive: 95 per cent of the city's children at 35 local schools, as well as the city's elected councilors and civil servants, now submit to the *Veggie* menu each week. One poster promoting the policy depicts a polar bear adrift on a shrunken hunk of ice declaring with relief: “Oef! It's Thursday.”

Donderdag Veggie was a global first, putting medieval Ghent on the cutting edge of efforts to combat climate change by changing the way people eat. But elsewhere, too, the moderate meat movement is gaining ground. A Meatless Mondays organization founded in the U.S. has now opened branches in Holland, Finland, Canada, Taiwan and Australia. Following Ghent's lead, cities like São Paulo and Tel Aviv have created city-wide schemes. Last year, Baltimore became the first city in North America to

mandate Meatless Mondays in its school cafeterias, for environmental as well as health reasons. A similar proposal has just been made for New York City schools.

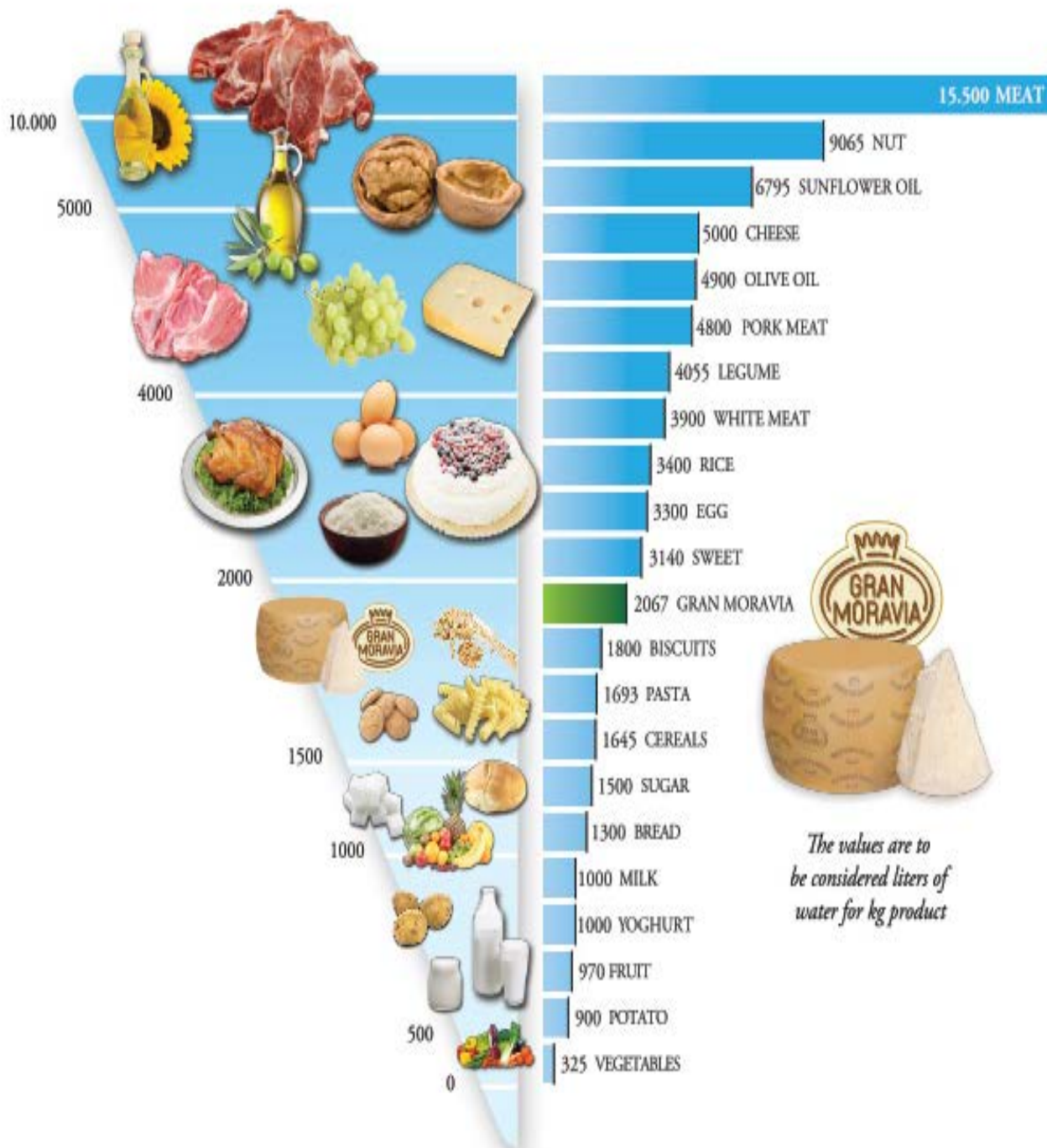
Meanwhile, meatless manifestos are topping bestseller lists, from food phenom Michael Pollan's *In Defense of Food*, with its subtle suggestion, “Eat food. Not too much. Mostly plants,” to American novelist Jonathan Safran Foer's painfully graphic anti-meat treatise, *Eating Animals*. Dwelling on all the nasty details of the livestock industry, Safran Foer reminds us that even meat from humanely raised cattle “came from an animal who, at best—and it's precious few who get away with this—was burned, mutilated and killed for the sake of a few minutes of human pleasure.”

Star power, too, is focusing more attention on the cause. In December, former Beatle and long-time animal rights crusader Sir Paul McCartney appeared before the European Parliament in Brussels to back his Meat Free Monday campaign, which seeks to cut CO₂ emissions by encouraging people to go meatless once a week. An impressive score of



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Food Pyramid According to the Water Footprint



Lean Finely Textured Beef

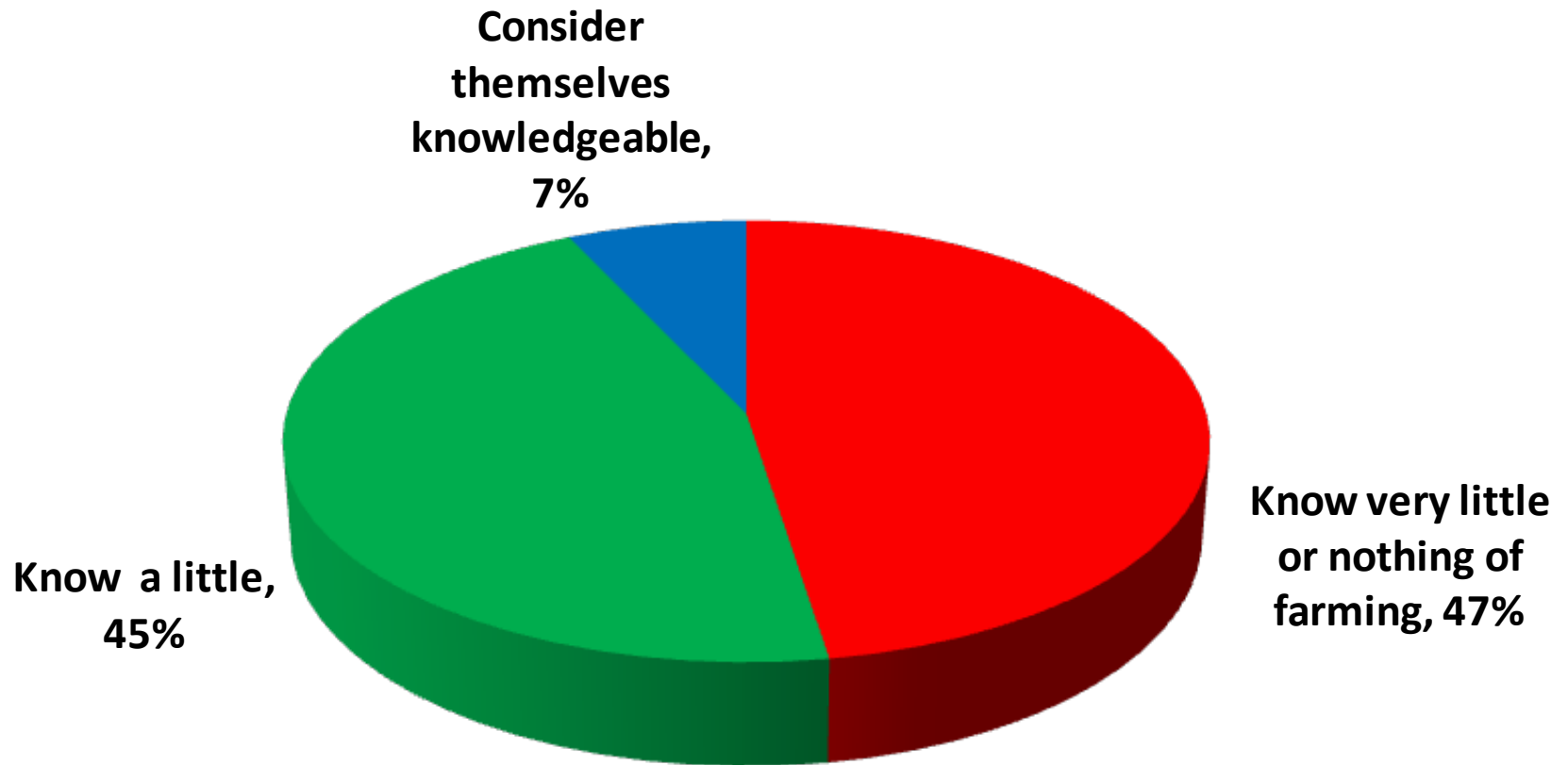


- Product in market for decades
- Scientifically proven process
- Long-standing media interest
- 2008 – LFTB featured in Food, Inc.
 - April 2011 – Jamie Oliver
 - March 2012 – ABC News
 - Tied to school lunch program
 - Pink Slime goes viral
 - Increased pressure on brands to remove/label



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Canadian's Knowledge of Farming



Note: Does not add up to 100% due to rounding

Source: "Study of Canadian attitudes towards food and farming 2012" Ipsos Reid

Conflicting Philosophical Frameworks



Significant Social Shifts*

(Centre for Food Integrity)

MODERN (Before 1968)

- Authority is granted by office
- Broad social consensus driven by WASP males
- Communication is formal, indirect (mass communication)
- Progress is inevitable

* Centre for Food Integrity

POST-MODERN (After 1968)

- Authority is granted by relationship
- No single social consensus, great diversity, many voices
- Communication is informal, direct (masses of communicators)
- Progress is possible

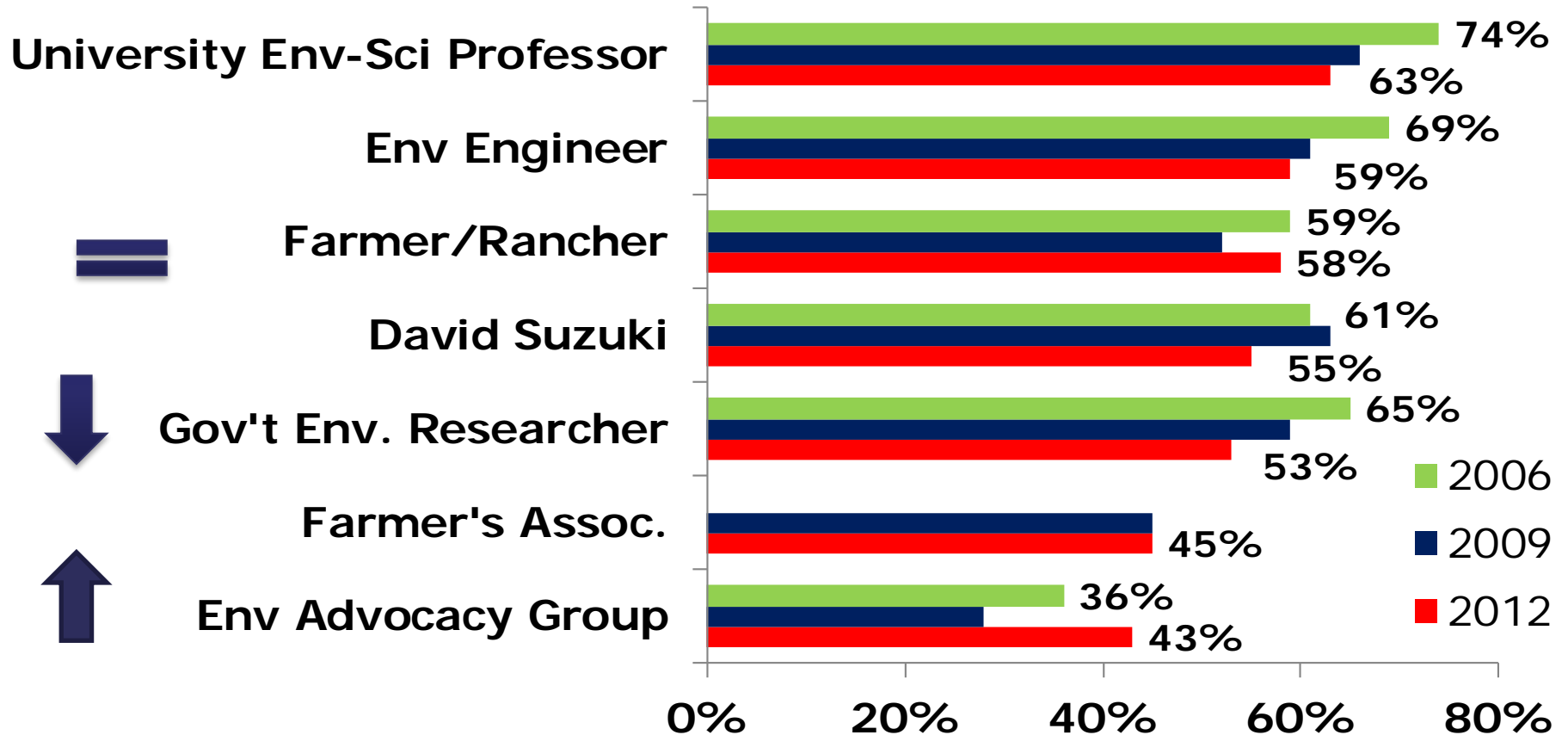
Consolidation, Integration and Industrialization



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Who Do They Believe - Environment

Believability: Environment



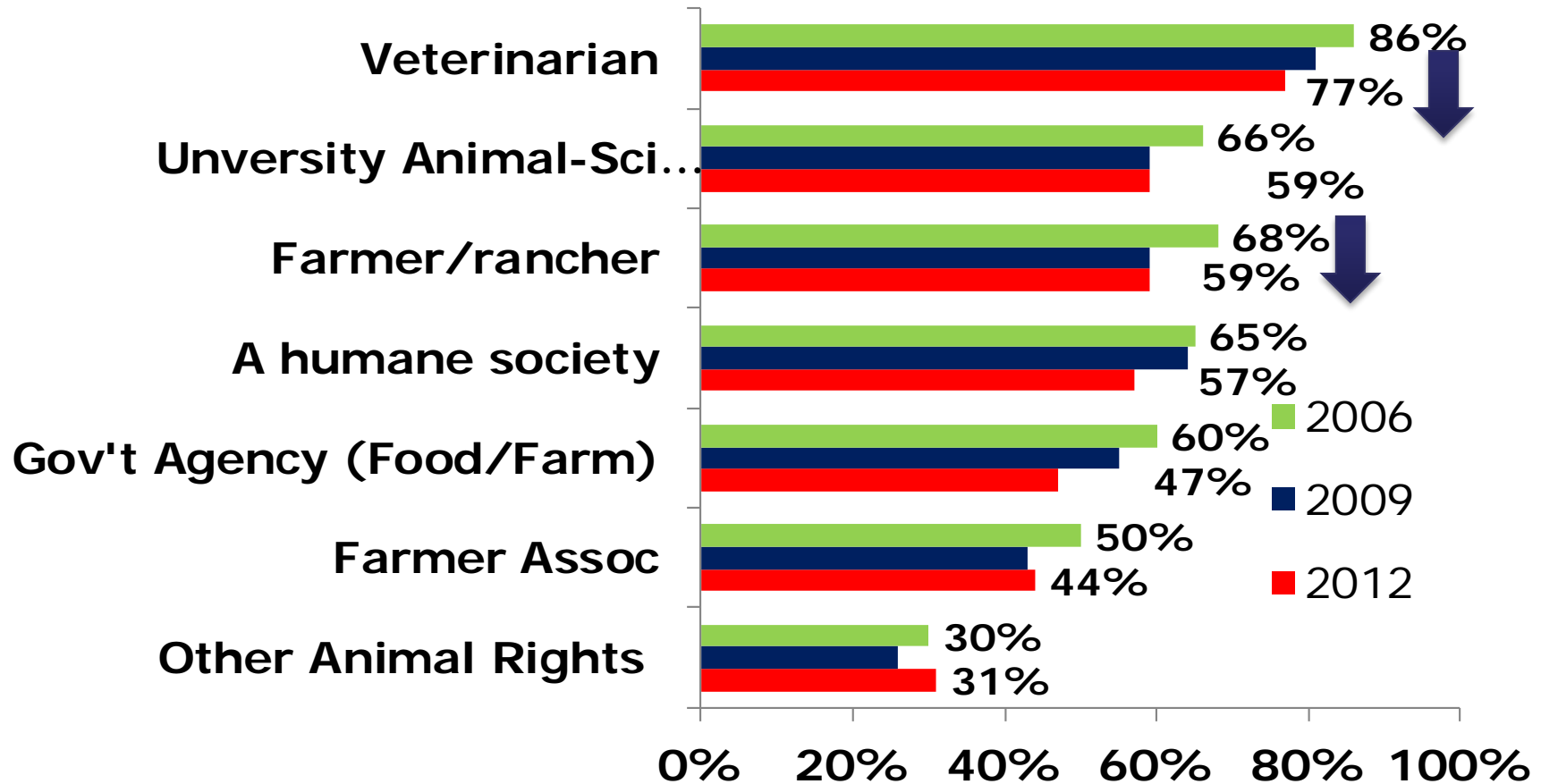
Source: "Study of Canadian attitudes towards food and farming 2012" Ipsos Reid



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Who Do They Believe – Animal Welfare

Believability: Animal Welfare



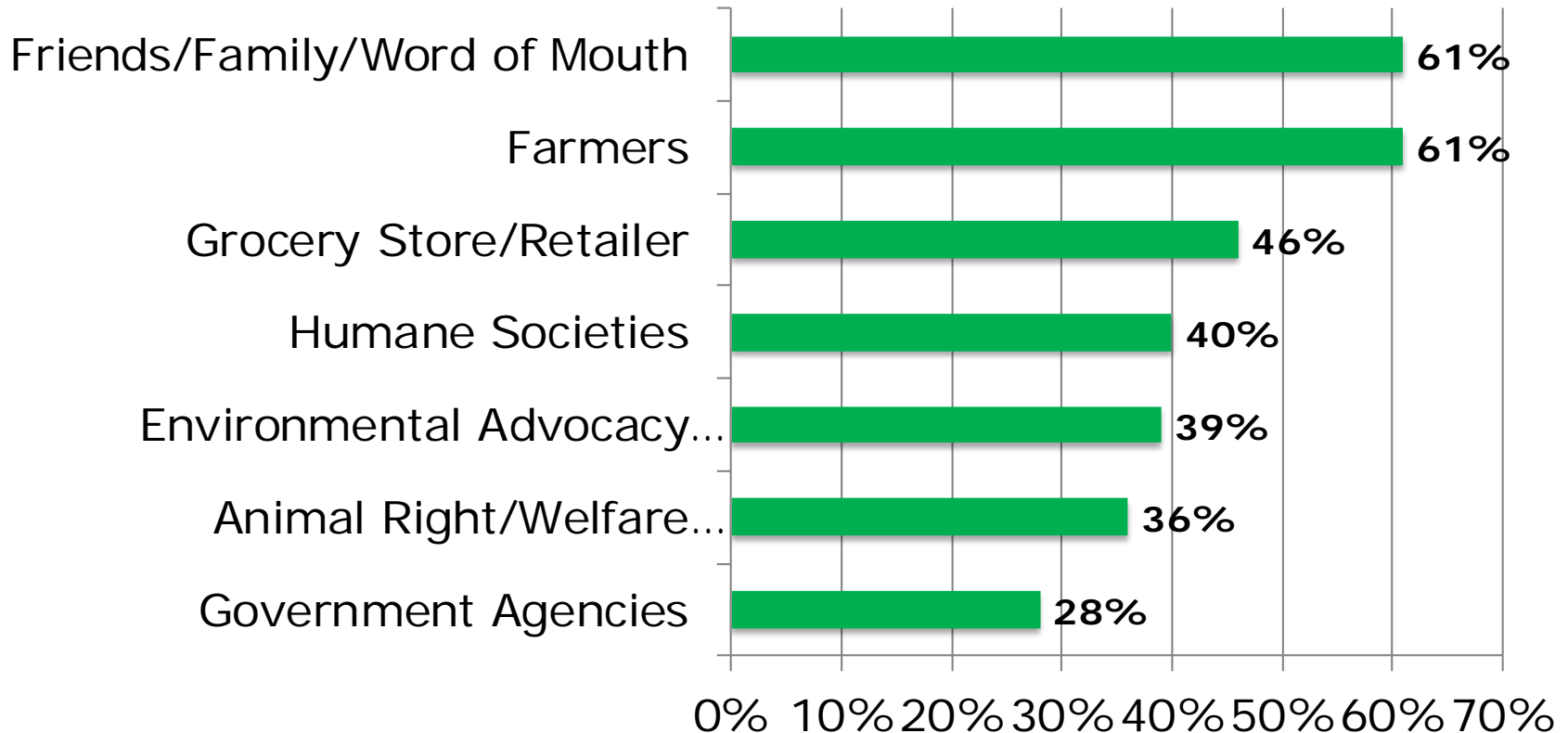
Source: "Study of Canadian attitudes towards food and farming 2012" Ipsos Reid



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Food/Farming Information Sources

Favourable Impressions:
(Please rate your impressions of the different groups)



Source: "Study of Canadian attitudes towards food and farming 2012" Ipsos Reid



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Consumers are Tribal*

- The past matters.
- Perception is reality. (Not necessarily accurate.)
- Challenging beliefs/perceptions core to one's identity could cause them to become defensive & dismissive.



* Centre for Food Integrity

The “Mom Tribe” Consumer Panel*

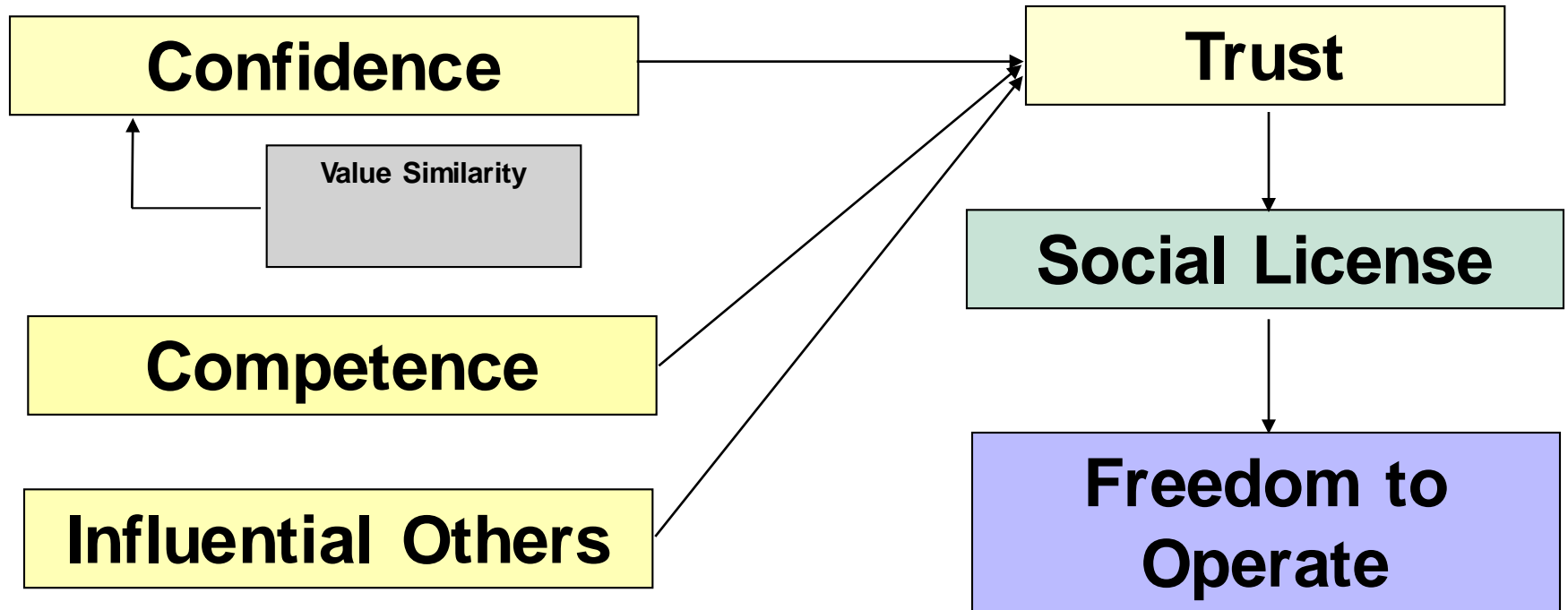
What information sources have you used to come to your conclusions that GMOs are dangerous?



Heidi: “I’m part of a moms group. When there is a big consensus, I think ‘there’s something here.’ You don’t need doctors or scientists confirming it when you have hundreds of moms.”

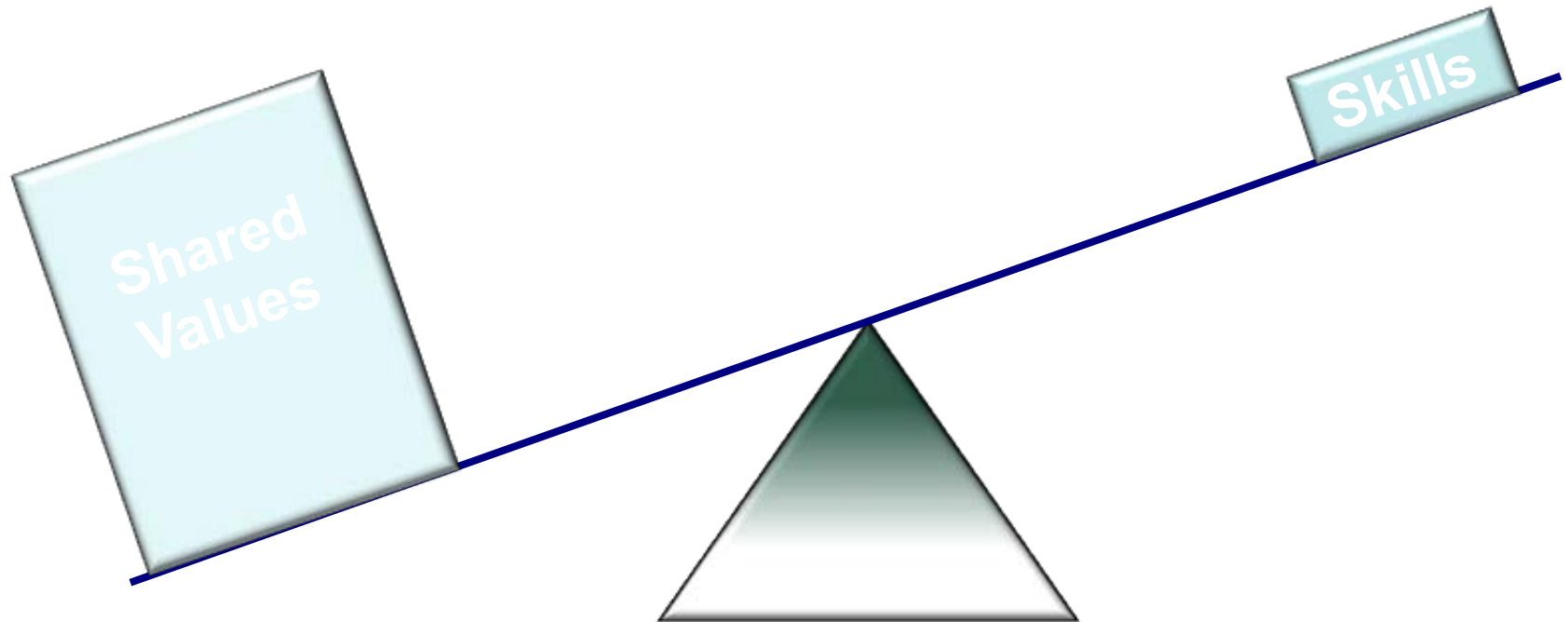
* source: Centre for Food Integrity

Earning and Maintaining Social License (Sapp/CMA)



- Source: Centre for Food Integrity.
- Trust research was published in December, 2009 – *Journal of Rural Sociology*

What Drives Consumer Trust?



Shared values are 3-5X more important in building trust than demonstrating competence

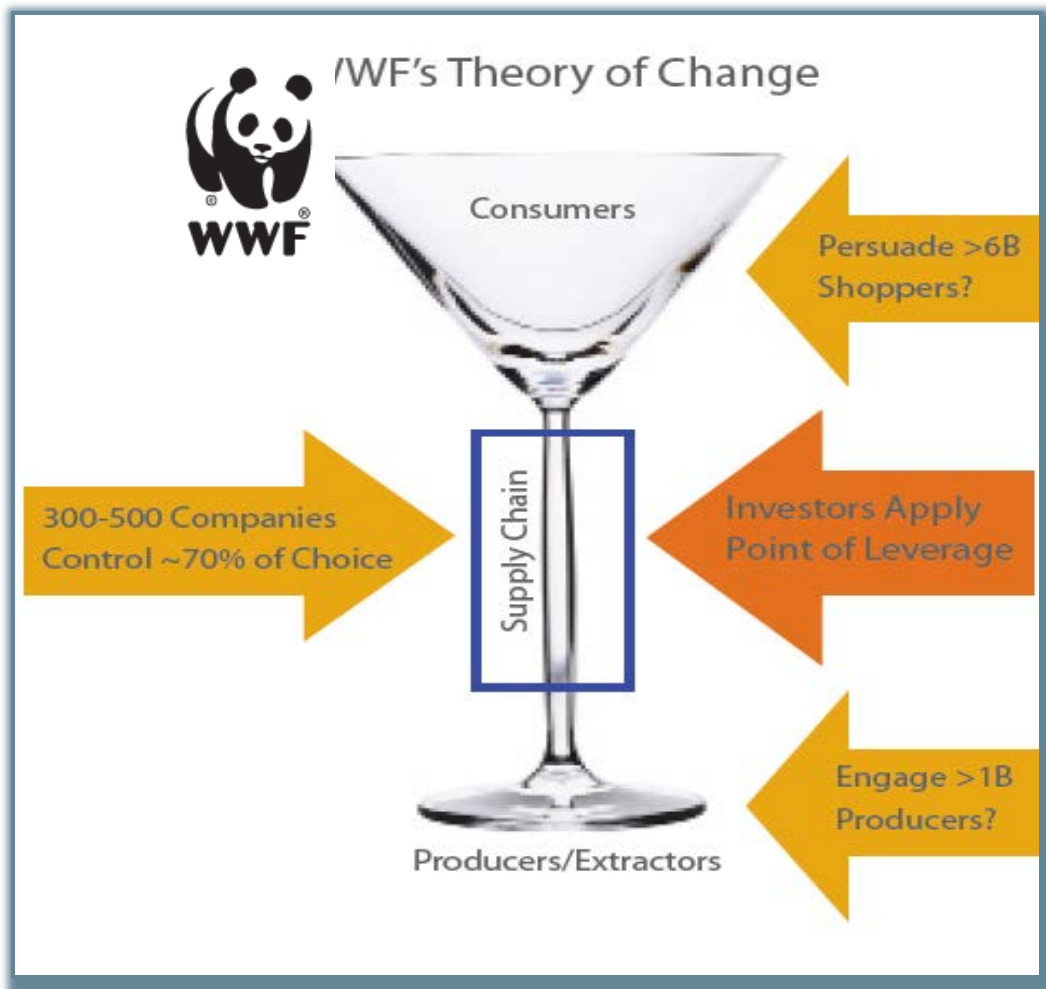
Source: Centre for Food Integrity

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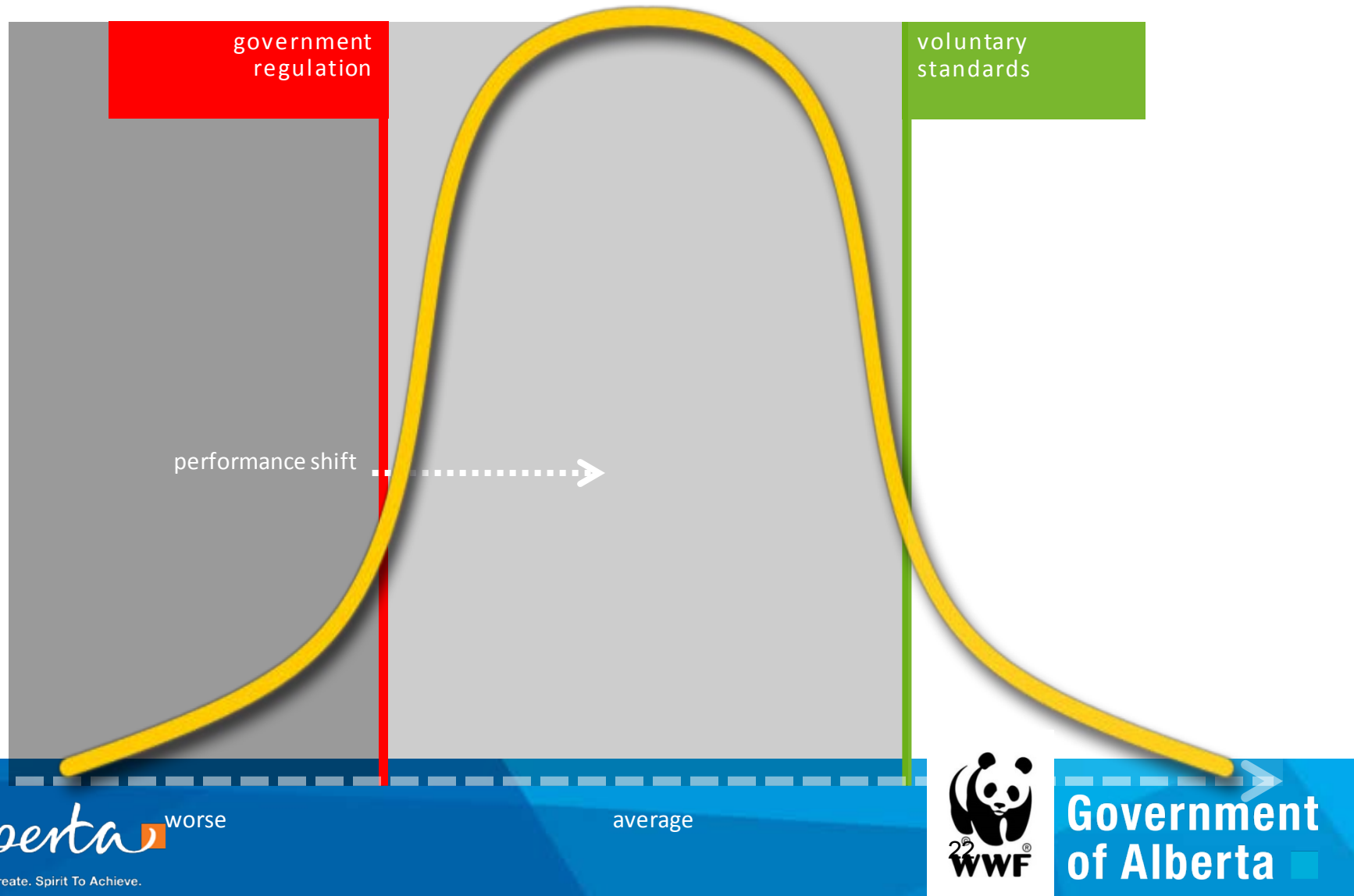
Perfect Storm

- Removed consumer but who wants to know
- Increase in technology
- Resource constraints
- Lots of research pointing out the negative not so much on the positive
- Sustainability action plans

NGO Lobbying and Advocacy



Shifting the performance curve





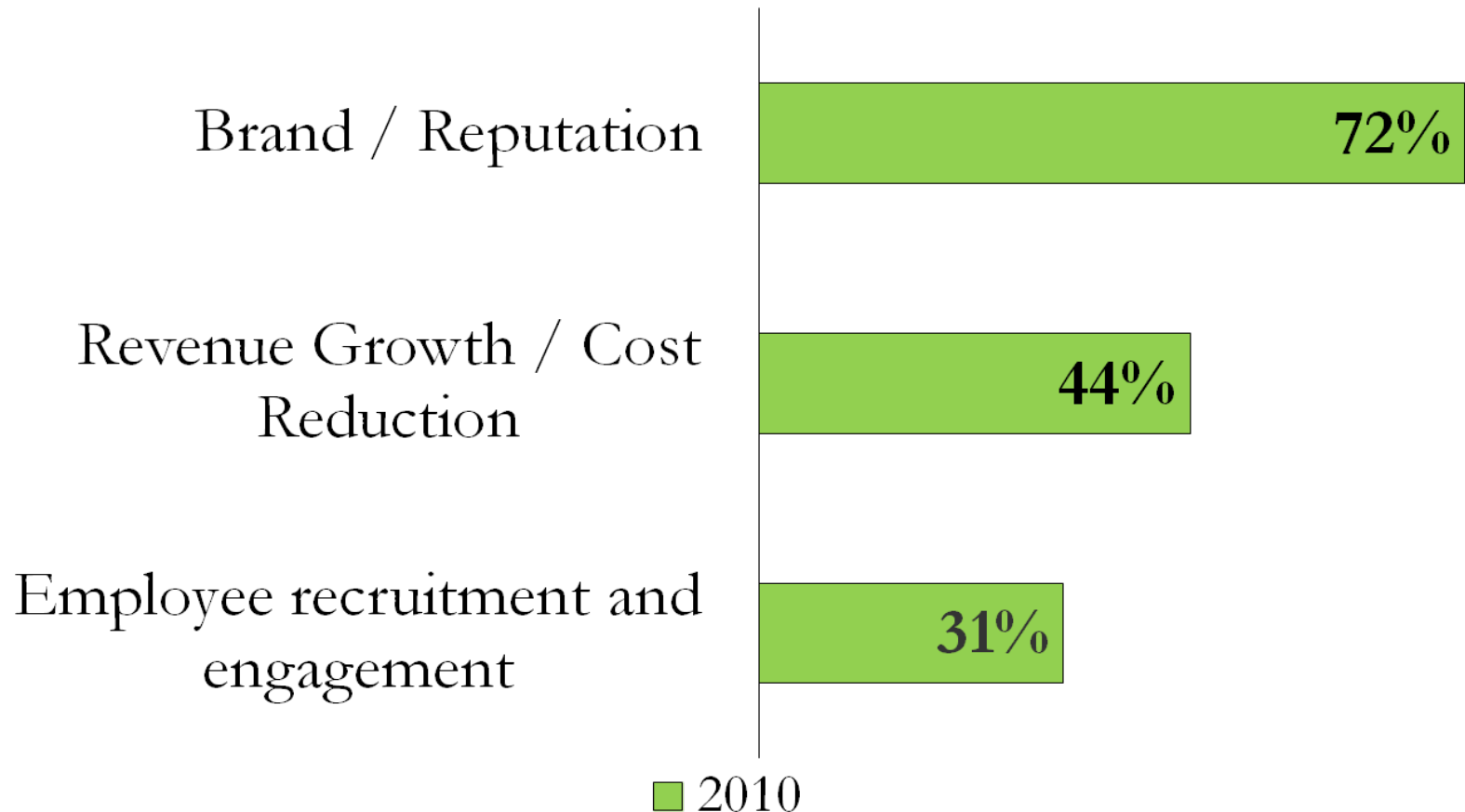
“Capitalism is under siege ...
**The purpose of a business must be redefined
around creating shared value (CSV)...**
How to **reinvent capitalism**—and
unleash a wave of innovation and growth”

Porter and Kramer, HBR Jan-Feb 2011

CAPITALISM 2.0

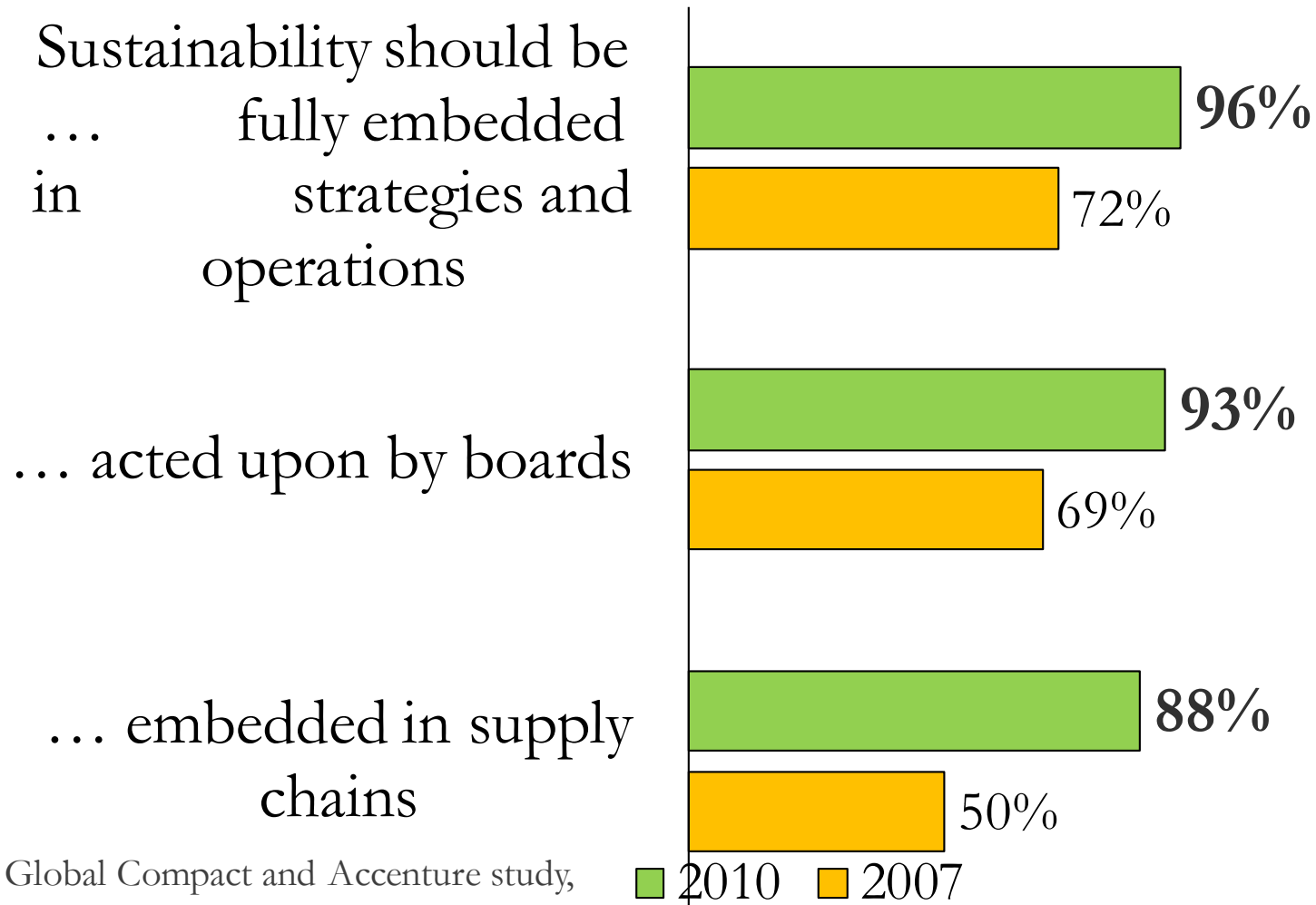
	Capitalism 1.0	Capitalism 2.0
<i>Purpose of the Firm</i>	Maximize <i>shareholder</i> value; ROI; Growth	Creating shared <i>stakeholder</i> value, including the Environment
<i>Legitimate capitals</i>	Financial	Financial, Natural, Human, Social
<i>Bottom lines</i>	Profit -first	Profit, People, Planet
<i>Source of financial capital</i>	Stock market; Big financial institutions; Absentee owners	Stock market; Smaller financial institutions; Customers; Employees; Local communities
<i>Market focus</i>	Global	Local
<i>Environmental and social impacts</i>	Externalized	Internalized
<i>Accountability boundaries</i>	The Firm	The Firm's value chain, over its products' life cycles
<i>Transparency</i>	As little as possible	Naked
<i>Business model</i>	Take-Make-Waste; Linear	Borrow-Use-Return; Circular

CEOs' SUSTAINABILITY DRIVERS



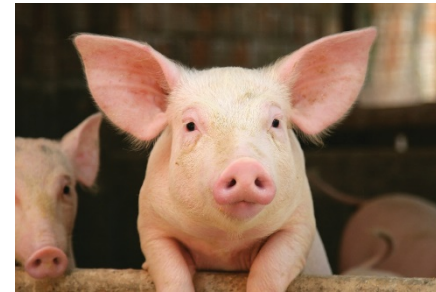
UN Global Compact and Accenture study, survey of 766 worldwide CEOs, June 2010

CEO MINDSET IS SHIFTING



UN Global Compact and Accenture study,
survey of 766 worldwide CEOs, June 2010

Industry Response



FREE FROM®



Our dedicated Free From® farmers deliver their beef, pork and chicken without the use of antibiotics and hormones*. All chicken and pork is raised without hormones and exclusively sourced in Canada.

Watch Free From® videos to learn more >



raised without the use of antibiotics



raised without the use of hormones*

*All pork and chicken is raised without the use of hormones.



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HOW WE TRACE YOUR BEEF



Feeding

01: Cattle are reared on approved feed yards and raised to exacting standards...



Processing

02: Cattle are DNA sampled at harvest, linking genetic information with the animal's production...



Retailing

03: DNA TraceBack enables grocers to tell the story of their meat products with greater precision...



Retailers

Find your nearest Real Canadian Superstore here.

[VIEW STORES](#)



It's Your Beef

Loblaw Companies Limited is the first Canadian grocer to assure the quality of its beef with DNA TraceBack. Learn more about It's Your Beef, now available at Real Canadian Superstore.




Eating Quality

It takes time, passion and attention to detail when producing great tasting beef. Knowing exactly where beef comes from means we can measure every aspect of production, including; a wide range of processing methods, the

Fact

Nearly 76% of Canadians feel it is important to know where their beef comes from, and over 80% say it is important that their beef is fully traceable back to a Canadian farm.*

**FluidSurveys Research Spring 2014



At Wal-Mart, we believe in creating a sustainable environment that supports growers, emphasizes the use of renewable resources and the conservation of our environment.

WAL★
SUPER

ART
TYRE

We search the w
to bring you th
freshest produc
every day low pr

Product of
United States

Artichokes

\$ 2.47 ea

Product of
United States

Product of
United States

\$ 2.97 ea

Better food NEWS

Sobeys
Better food for all.

We're on a mission to bring better food to Canadians.

Hi lovely people,

Over the past year, Sobeys and I have been teaming up to think of ways to get Canadians eating better, and a big part of that means offering food from better sources. So I challenged Sobeys to raise their game and up their welfare standards to make it easier for you to make better choices too.

We've worked really hard to make this happen and I couldn't be happier with the outcome – Sobeys now stocks Certified Humane[®] chicken, pork and beef, which means that your meat comes from animals that have been free from stress, been given the opportunity to show natural behaviours, and been reared without the use of antibiotics or growth hormones. I always ask myself: "Would I feed that to my kids?" – and I can wholeheartedly say that I would. We want people to know exactly where their food comes from and be confident in the knowledge that they're eating honest, healthy produce.

Thanks to the guys at Sobeys for all their hard work – we've still got a way to go on our mission for better food, but we've already come far.

Big love,

Jamie



We want to
look after you
and the planet



Watch Jamie Oliver share
his passion for the better food
mission at sobeys.com



*Meets the Humane Farm Animal Care Program standards, which include nutritious diet without antibiotics, animals raised with shelter, resting areas, sufficient space and the ability to engage in natural behaviors.

Environmental Labels



Environmental Facts	
Overall Weighted Score	6 / 10
Energy	
Embodied energy	2,800kWhr
Type of energy used: 2,000kWhr coal, 800kWhr solar PV	
Energy usage, avg. est.	1,900kWhr/yr
Transportation origin	
Product: USA	
Materials: USA, China, Korea, South Africa	
Resources	
Product	
Mass	10kg
Non-virgin material	8%
Recyclable/Compostable material	30%
aluminum, steel, plastic #1	
Ingredients: Polyethylene terephthalate (PET), aluminum, steel, glass, copper, fiberglass, acrylonitrile-butadiene styrene (ABS), lead-free solder, nematic liquid crystals, polyimide, indium-tin oxide, Polycarbonate, Poly(methyl methacrylate) (PMMA), Styrene-butadiene co-polymer, Polyethylene ether, Triphenyl phosphite, polybrominated flame retardant, silicon, silicon dioxide, silicon nitride, selenium, cadmium, antimony, dopants	
Life Expectancy	4-7yrs
End-of-life	return to manufacturer
Packaging & Misc.	
Mass	800g
Non-virgin material	20%
	100%

GREEN INDEX® 4		INDICE VERT® 4		Our Green Index	
FACTORS	LOWER IMPACT	HIGHER IMPACT	COEFFICIENTS	REPERCUSSION ENVIRONNEMENTALE	REPERCUSSION SOCIALE
Climate Impacts through production	0	4	10	Répercussion climatique: Émissions de gaz à effet de serre suite à la fabrication.	
Chemicals Used: Presence of hazardous substances (PVC and Solvent adhesives)	0	10		Produits chimiques utilisés: Présence de matières nocives (PVC et adhésifs à solvant).	
Resource Consumption: Reduced by the use of recycled, organic and renewable materials.	0	9		Consommation des ressources: Réduite grâce à l'utilisation de matériaux recyclés, organiques et renouvelables.	
For more information about the Green Index® rating, visit www.timberland.com/greenindex		Pour plus de renseignements à propos de l'indice Vert®, veuillez vous référer à www.timberland.com/greenindex		We rate our products on a scale from 0 to 10 using a system created to compare the environmental impact of Timberland products. The lower the score, the smaller environmental footprint associated with making it - from raw materials to finished product.	
©2005 The Timberland Company. All rights reserved.		L'indice Vert est une marque de propriété de Timberland. Tous droits réservés.			
				2,600L	
				2/10	

Timberland

SUSTAINABILITY

FROM THE GROUND UP



[Work at A&W](#)[Our Menu](#)[Locations](#)[Cruisin' the Dug](#)[Gift Cards](#)[Environment](#)

Taking big steps to leave a small footprint.

At A&W, we're known for caring about our customers, the food we serve and the communities we live in. But there's another concern that has quickly become one of our top priorities: the environment.

We know every choice we make today affects every one of us tomorrow. That's why we're committed to reducing our environmental impact. And we're not just talking the talk. We've already taken steps in the right direction, like identifying five key areas where we can make the most impact: packaging, waste, food, energy and water. We're constantly working to improve in each area, no matter how big or small the change.

Featured Stories

Great-tasting food is our business. Excess packaging is not.

At A&W, we believe that the best way to reduce waste is to simply use less.

[Read More](#)

Bold flavour. Bold thinking.

Brewing a great cup of coffee isn't just about making it taste great.

[Read More](#)

Every watt counts

We're always looking for ways to make our restaurants run more efficiently.

[Read More](#)

Food

It's important that we grow and adapt when sustainable food practices become available. That's why we make every effort to work with responsible suppliers.

[Learn More](#)

Packaging

Excessive packaging puts a huge strain on our ecosystem. See what we're doing to keep more waste out of landfills.

[Learn More](#)

Energy

We're committed to reducing our energy consumption. So we're changing things up in our restaurants, across the board.

[Learn More](#)

Water

Preserving water is a global concern, and it's imperative we make changes to help conserve this natural resource.

[Learn More](#)

Waste

We all know producing less waste is an essential step in moving towards sustainability. That's why we're making serious changes, like composting organic waste.

[Learn More](#)

OUR 100% PURE BEEF GUARANTEE
RAISED WITHOUT
— ANY ADDED —
HORMONES OR STEROIDS
NO PRESERVATIVES OR ADDITIVES
Ethically and sustainably farmed



**Government
of Alberta**

McDonald's Desired Outcome

Strengthen our supply chain's ability to deliver safe, sustainable and assured supply of [Canadian] beef for the McDonald's [Canada] system *for the long term*.



Food Processors are Also Setting Targets

Heinz 2011 Heinz Corporate Social Responsibility Report

GHG Emission Reductions

Goal

Greenhouse Gas (GHG) Emissions – Overall 20% reduction per metric ton of production by Fiscal Year 2015.

Progress*

Since 2005, we have reduced our GHG emissions by 13.2% per metric ton of production globally.

* As of Fiscal Year 2011

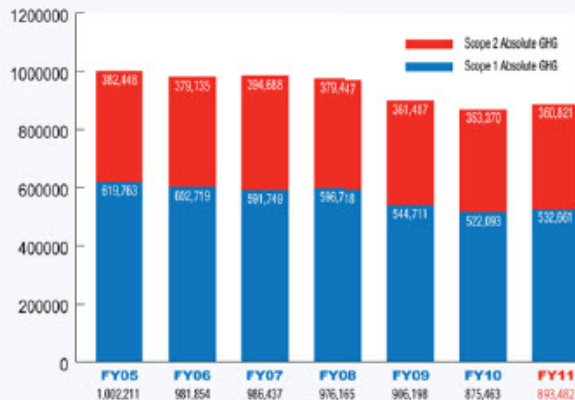
On Target

Percentage Reduction per Unit of Production



Absolute

CO₂e Emissions



2 Heinz U.K. facilities saved more than **17,600** metric tons CO₂e in 4 years

Other international Developments...



Phasing in mandatory sustainability requirements for its suppliers; by 2020 it will source 100% of its agricultural raw materials from suppliers who meet established sustainability metrics.



Will begin sourcing sustainable beef in Canada by 2016.



Focused on water, nutrition and rural development



Require suppliers to disclose carbon emissions as part of updated sustainability plans



Quality, responsibility, mutuality, efficiency, and freedom



How Does Primary Agriculture take back the conversation??

Global Round Table for Sustainable Beef

The Global Roundtable for Sustainable Beef (GRSB) is a global, multi-stakeholder initiative with a mission to **advance continuous improvement** in the sustainability of the global beef value chain through **leadership**, **science** and **multi-stakeholder engagement** and collaboration



Some of the members....



GRSB 5 Principles of Sustainable Beef

- 1.Natural Resources
- 2.People and Community
- 3.Animal Health and Welfare
- 4.Food
- 5.Efficiency and Innovation

Canadian Roundtable for Sustainable Beef

Who are they?

- A national, multi-stakeholder initiative developed to advance existing and new sustainability efforts within the industry.
- An informal group made up of interested parties
- Is meant to complement the GRBSB by applying its global principles to the Canadian beef industry.



Initial meeting participants



MULTISAR



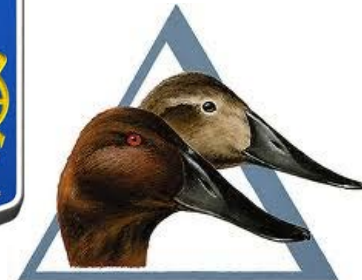
ALMA
Alberta Livestock
and Meat Agency Ltd.



MERCK



Ducks Unlimited Canada
Conserving Canada's Wetlands



DELTA WATERFOWL



Agriculture and
Agri-Food Canada

Agriculture et
Agroalimentaire Canada



NATIONAL FARM ANIMAL CARE COUNCIL
CONSEIL NATIONAL POUR LES SOINS AUX ANIMAUX D'ÉLEVAGE



Freedom To Create. Spirit To Achieve.

**Government
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What have They done?

- Met in July, 2013 in Calgary and recently in Kelowna
- Determining how to apply the GRSB 5 principles to Canada
- Looking at verification or certification models to implement for the Canadian Beef industry.
- Discussing the governance structure of the roundtable.

McDonald's Pilot

- Working with a few producers to determine how to adapt sustainability principles on the farm.
- Developing metrics on sustainability.
- Has formed a McDonald's pilot advisory committee and steering committee

Canadian Round Table for Sustainable Crops

- Exactly the same as CRSB.
- First meeting in Winnipeg in March 2014. Next meeting in November.
- Governance structure and operating principles identical to CRSB.
- Technical committee applying for Growing Forward funding to gain a better understanding of metrics that can be used to measure sustainability.

Initial meeting participants



Agriculture and
Agri-Food Canada

Agriculture et
Agroalimentaire Canada

Others...

- Dairy Farmers of Canada ProAction initiative
- Pilot study by Alberta Barley, Wheat, Pulse, and Canola
- Canadian Field print initiative (Pepsico, Unilever, Walmart)
- Alberta Pulse Growers – Carbon footprint
- Canadian Canola Growers Association – Meeting EU requirements for bio-fuel.
- Alberta Potato Growers – sustainability requirements of Frito Lay
- Egg Producers – Sustainability strategy
- Food Processors - integrating sustainability into their operation.

ARD Hosted a Social License Conference



The poster features a central graphic with the title "SOCIAL LICENCE IN AGRICULTURE" in large, bold, blue letters. To the left of the title is a collage of images: a farmer in a field, a close-up of cows, a plate of food, a woman shopping in a grocery store, and a plate of food. The background of the poster is white with blue and green geometric shapes.

**SOCIAL LICENCE
IN AGRICULTURE**

MARCH 11, 2015 – EVENING RECEPTION
MARCH 12, 2015 – 8:00 AM TO 4:00 PM

Come and listen to ideas on how to respond to Social Licence issues related to the environment, food safety, animal welfare and other concerns presented by a prominent line-up of think-tanks, retailers, leading food companies and producer organizations!

Executive Royal Hotel, Leduc
8450 Sparrow Drive, Leduc, Alberta T9E 7G4
Toll Free: 1-888-388-EXEC (3932)
Room block at a discounted rate, quote group #1485.

Cost: \$150 (including GST)
Registration will be through Ag Info Centre (1-800-387-6030)
RSVP by March 5, 2015. Space is limited.

Alberta Government
AEPA
Agri-Environmental
Partnership of Alberta

Lessons Learned

- Certification/verification standards should be developed with input from the entire supply chain.
- Audit of these standards should be done by an independent third party.
- Those who manage data well will be successful.
- Innovation and science will be a key driver. (e.g. Science to support certification/verification standards, new BMPs, etc.)
- Extension will become essential to evolve producers and processors from current state to a more sustainable state.
- May need a professional body to do verification and certification.
- Commodity organizations will have to “up their communication game.”

What can Producers Do?

1. Influence major food companies (e.g. how do you make it low cost for your industry?)
2. Promote their industry in partnership with food companies.
3. Develop metrics with food companies that make sense.

What can Research Community Do?

1. Data will be King. How do we manage it?
2. MIT, Harvard, many others graduating MBAs with sustainability component.
3. Modeling, quality control
4. Science behind certification standards.
5. Science behind Best/better management practices

Questions and Discussion