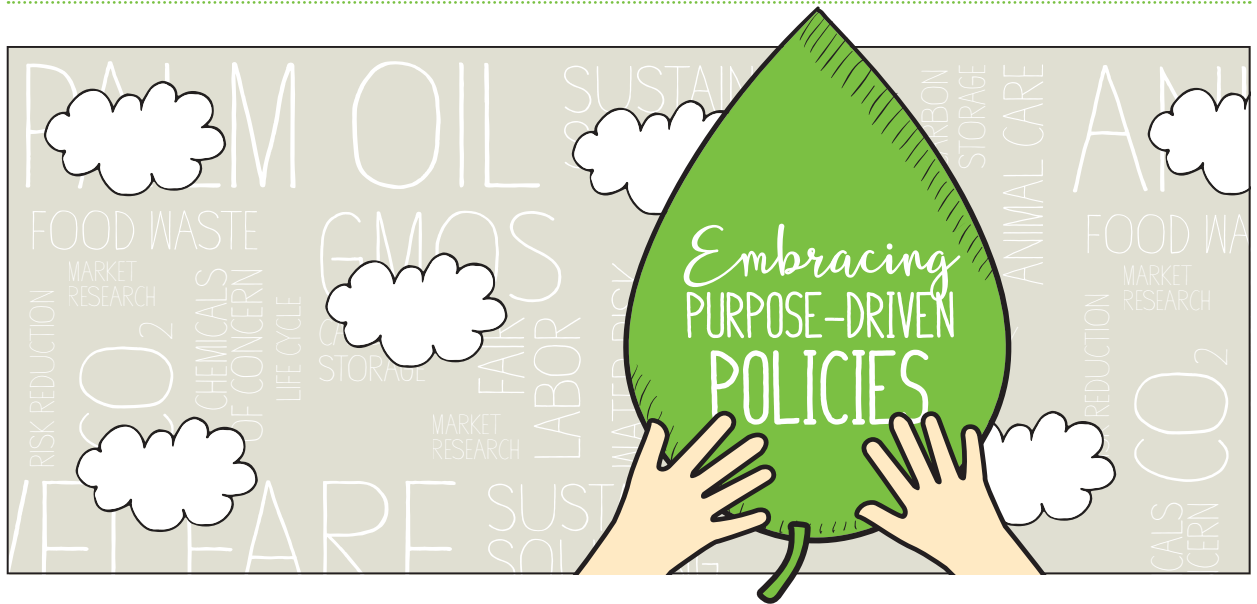


DEVELOPING PURPOSE-DRIVEN POLICIES AND PROGRAMS TO ADDRESS EMERGING SUSTAINABILITY ISSUES



External factors are pushing companies to address a variety of emerging topics from antibiotic use in meat production to chemicals in products and packaging.

Unlocking these complicated issues can be challenging and requires a systematic approach. Companies that effectively address these topics are better able to respond to the market and potentially gain a competitive advantage with reduced risks, enhanced reputation and growth opportunities.



Process for addressing emerging sustainability concerns:

1. Identifying key issues requires assessment and regular monitoring of material topics across the life cycle of your products to understand risks and opportunities to address important business-relevant impacts.

For example, [Nestle](#) used extensive stakeholder engagement and value chain analysis to help identify the key issues that affect their business performance.

Walmart

Our firm helped Walmart develop and implement an approach to reduce risk and proactively address emerging sustainability issues such as antibiotic use and animal welfare in the company's food supply chain.

Walmart's policies on these topics are available [online](#).

2. Developing a policy is best done when grounded in a balanced understanding of the issues. This helps reveal potential options that you can then evaluate against your company's internal purpose to determine the best policy approach.

Know the Issue. Gaining an objective understanding of the issue is a critical starting point. This includes having a balanced view of stakeholder perspectives from several sides of the story as well as reviewing information about the science, market, and consumer.

It is also important to be familiar with external frameworks that outline how to address the issue. Well-accepted options can provide a unifying policy direction and help build acceptance and alignment.

Know your purpose. As popular topics often have an emotional component or many moving pieces, it is important to have an anchor or a guiding direction. This may already be available in your company's business model or sustainability aspirations. If it is not, you may need to outline this with internal stakeholders.

Make sure to evaluate any external issues frameworks referenced in the policy as some may not align with the company's direction.

Policy development preparation

- **What is the current situation in the market and where is it headed?** Companies seeking to understand the complex issue of animal welfare could look to resources such as the [World Organization for Animal Health](#) or subject matter experts, such as veterinarians. They could also conduct market research on animal care regulations and competitor programs.
- **Are there well-accepted frameworks that outline the issue?** [Aramark](#) used the [Five Freedoms of Animal Welfare](#) as a basis for their animal welfare policy. For other topics companies have found guidance in the [Ten Principles of the United Nations Global Compact](#).
- **What are internal principles or purpose that should be used to evaluate policy options?** [Mars](#) uses their "[Five Principles](#)" to guide their sustainability efforts.

Implementation considerations

- **What are the requirements and expectations for meeting the policy?** [Bon Appetit Management Company](#) outlines humanely-raised requirements, works with suppliers to source ingredients that meet these and leverages animal welfare certifications.
- **What monitoring mechanisms are needed to ensure performance?** [Smithfield Foods](#) uses its website and public reports to share annual progress on animal welfare across its supply chain. Others use surveys and audits to ensure supplier performance meets expectations.

3. Implementing the policy across the business requires clear expectations and tracking progress.

Expectations should detail the policy goals and approach. Obtain feedback from those affected by the policy, internal and external, to build support and facilitate implementation.

Tracking progress requires a commitment to regular monitoring and, ideally, public reporting to ensure progress on the issue over time. Developing your monitoring and continuous improvement approach and getting input from stakeholders before finalizing the policy will also help ensure success.

WE CAN HELP.

Pure Strategies has helped companies across diverse sectors understand their impacts, risks and opportunities and develop and implement appropriate goals and policies. We bring industry experience, technical insights and market knowledge to the creation of practical strategies that meet client needs.



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