

# Building credible and effective sustainability programs

*Lessons from working with the dairy industry*

Pitch at OECD seminar 'Policy options for the food system', September 6, 2019

Joan Reijs, Alfons Beldman and many others



# Large food companies and sustainability

Economist, Aug 2019:

What are companies for?

Big business is beginning to accept broader social responsibilities

*Pursuing shareholder value is no longer enough, it seems*



Print edition | Briefing  
Aug 22nd 2019



# Almost 10 years experience with dairy industry



## DANONE 2030 GOALS

IN LINE WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



## Dairy Sustainability Framework

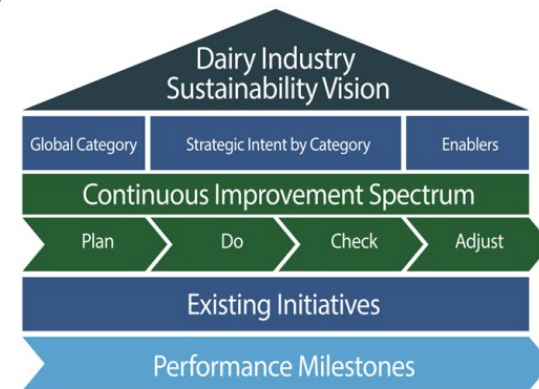
Working elements for the Framework

### Global Layer

- An overarching sustainability vision for the global dairy sector
- A series of eleven sustainability issues, each incorporating a number of sub-issues

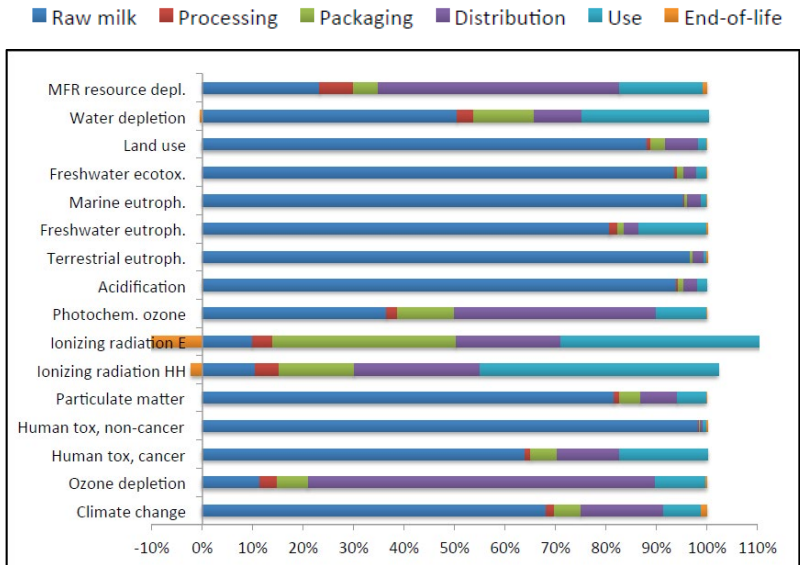
### Regional layer

- A prioritization of the issues relevant to that region along with a catalogue of current initiatives placed within a continuous improvement spectrum



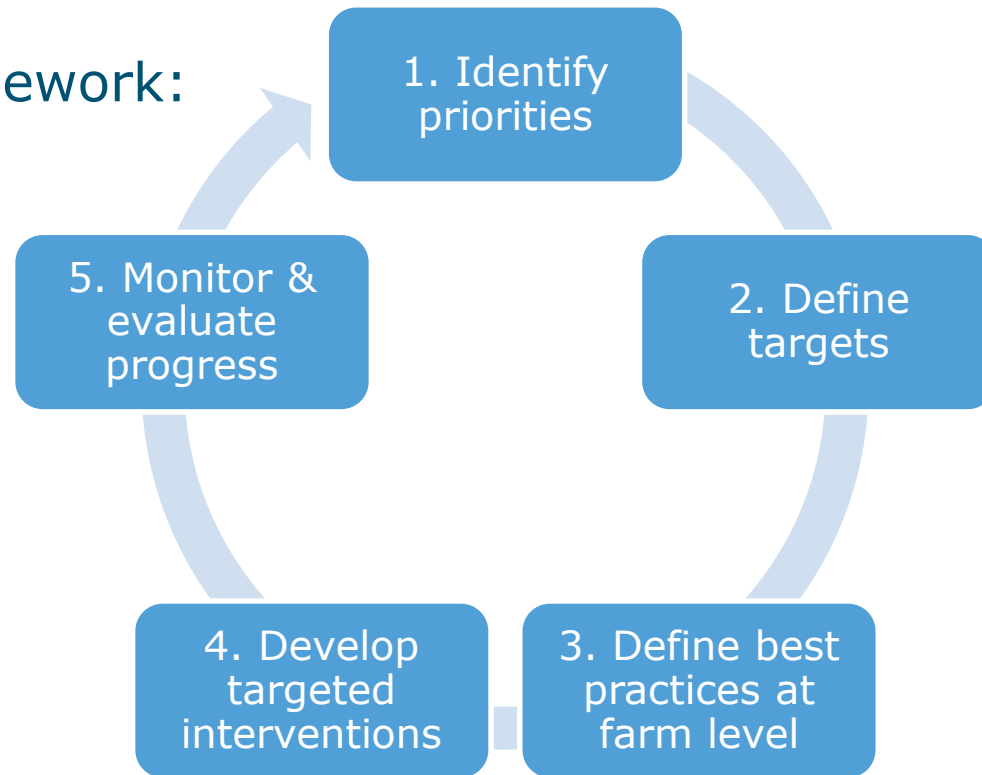


# Most impacts occur at farm level



# Sustainability as continuous improvement process

- Our central framework:



- Integrated approach essential: chain as strong as weakest link
- No change without interventions with impact at farm level