# Sustain the Chain! Join the Dutch GRI Supply Chain Program 2012!

## Demand

A growing number of companies report on sustainability by the world's leading standard of GRI (Global Reporting Initiative). KPMG's recent survey on CSR reporting shows that 95% of the world's largest companies do CR reporting*. Companies realize it drives innovation and learning, which helps them grow their business and increase their organization's value.

On the other hand, multinationals and large companies that lack insight in and awareness on sustainability in the supply chain, are incomplete and miss value adding information. Without sustainable suppliers, they cannot make sustainable products. Multinationals struggle to involve their suppliers and seek ways to participate with them. Or require sustainability reporting by their vendors, like Microsoft did. Puma successfully set up a GRI program and cooperated with 33 suppliers in 12 countries to make sustainability reports.  In the end, reporting is about transparency, involvement of stakeholders and common understanding.

For SME's, sustainability reporting raises awareness on CSR issues, improves relationship with clients, improves management and drives innovations. Although numbers of reporters are increasing, still only 200 SME's worldwide and in 2010 5 Dutch SME's reported with GRI standards.

## Goal

Goal of the Dutch program is to provide services and to expand GRI reporting amongst:

- Suppliers to 5 Dutch multinationals/large companies and;
- 50 Dutch SME's by the end of 2012.

The program takes a starting point in Dutch based companies. In the Netherlands, there are only 5 GRI-reports this far from SME's, that is 10% of the total number for Europe. Although Europe already has the highest number of reports, it still is important to expand the reporting in the Netherlands as we have a large footprint in the world. Holland is 'mainport' for trade and export. Dutch multinationals and other companies fulfil example roles to others.

Since many western companies already do a lot of reporting and have management systems in place, they probably can disclose much of the required information yet. Even small SME's are capable to do reporting. So, we think that there is 'low hanging fruit' for you to pick!

## Impact

To enhance a bottom-up approach for multinationals (buyers) that seek participation, to build capacity, to raise awareness and create ownership of sustainability and risk management by suppliers and to generate credible sustainability information by suppliers.

*KPMG International Survey of Corporate Responsibility Reporting 2011

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## Benefits for multinationals*

- Visibility as leading organization in sustainability and supply chain management
- Improved long-term relationships with key suppliers
- Identification of risks and performance gaps at suppliers level
- Creation of ownership and innovation of processes regarding sustainable performance at supplier level
- Learning from other large organizations and experts on how they approach sustainable supply chain management
- Bottom-up capacity building strategy to compliment the top-down auditing strategy.

## Benefits for SME suppliers*

- Increase competitive advantage and leadership
- Improve internal management processes and set goals
- GRI certified training and support to prepare a GRI sustainability report
- Improved long-term relationships with key clients
- Not only complying to buyer's wishes but telling their own story
- Participation in a network to exchange practices locally and globally

## What are the pitfalls?*

- Sustainability is large scale and long term, small and lean companies take interest in daily business operations and short-term survival
- Low awareness of sustainability issues, how it is linked to their business
- Right use of a management system
- Translation of technical guidelines to the vocabulary of the companies
- Similar to a pilot in Portugal, Dutch SME's are probable a step ahead as professional organizations with plenty of experience and knowledge of sustainability, already implemented management systems and having environmental certifications. For them, the sustainability report provide a channel to communicate their performance clearly.

*method origins from GRI-secretariat, see globalreporting.org

## Program

Sustain the Chain! follows the Global Action Network for Transparancy in the Supply Chain (GANTSCh) program. GRI initiated the program in 2009. The GANTSCh program builds capacity among companies in supply chains to measure and report their sustainability performance. A cooperation with GRI can be set up when specific projects get started. You can find more information on the website: www.globalreporting.org

For the Netherlands, focus is on:

- Supply Chain Reporting: to provide services to Dutch multinationals / large companies (like Unilever, DSM, Heineken etc.) already reporting (82 reporting now) and create value in their supply chains;

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- Reporting build around branches to create transparency and tackle common issues:
  o Food & Beverage
  o Water
  o High-tech / Electronics
  o Transport & Logistics
- Involvement of 'ambassadors' MKB-Nederland, VNO-NCW, FME-CWM etc.
- Partnership with and support of the GRI Secretariat in Amsterdam.

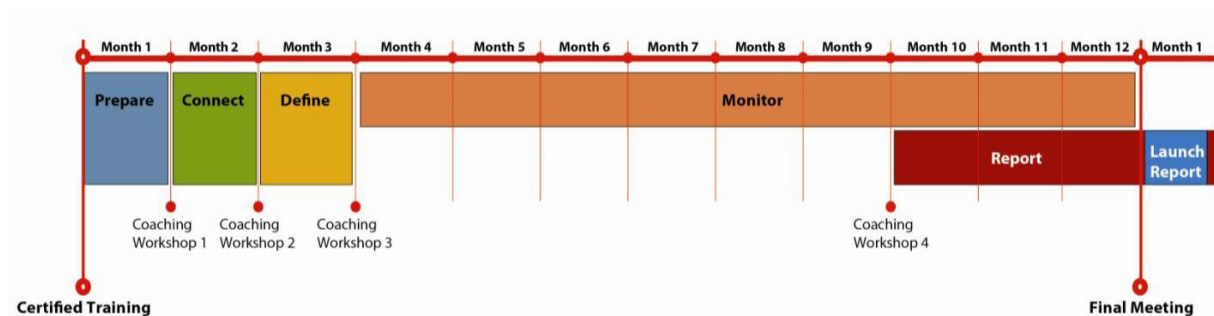## Build a Reporting Project with us now!

### *Supply Chain reporting projects*

The Supply Chain Projects, with a total duration of 12 months, introduces suppliers to sustainability reporting and guide them through the reporting process. In the preliminary phase, each large organization can nominate suppliers in a specific supply chain. In a first meeting, a selection will be made of suppliers to participate. Participants will receive:

- Training provided by GRI Certified Trainers
- Multiple coaching workshops provided by experienced Sustainability consultants from Elias Consulting.

With each following steps to take, a part of the first reporting cycle will be completed. The reporting cycle includes Prepare – Connect – Define – Monitor – Report*. Each step of the reporting cycle is guided by a workshop, finalized by a concluding meeting. Participants are provided with additional advice and hands-on practise on sustainability matters. Participants produce their first GRI Level C report.

Participants are enabled to share their experiences, learn from each other and build common understanding of sustainability in the supply chain context.



*method origins from GRI-secretariat, see globalreporting.org

We offer an unique opportunity to build a tailor-made Supply Chain Project! Participants get value by the following services:

- A sustainability scan of your companies supply chains and a rough action plan (half to one day, FREE SERVICE)
- Detailed action plan establishing selection of suppliers participants and way of participation

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- Organization of the first – inspiring - and final – reflectional - session with supplier participants
- Coordination of the reporting steps by participants
- Provide you with an evaluation report with experiences, recommendations and communications to stakeholders.

*Reporting Project Food & Beverage (as an example)*

Focus is on (the supply chain of ) individual large and midsized SME companies within specific industrial branches like food & beverage. Larger multinationals like Unilever already have supply chain programs and can be regarded as sustainable leaders in their field. Target group is companies within this branch which want to take the first step or take reporting to the next level.

## About Elias Consulting

Elias Consulting has developed Sustain the Chain!, the Dutch GRI Supply Chain Program 2012. Elias Consulting is a sustainability consultancy boutique, founded in 2011 by Erwin Meijboom MSc MA. He has in-depth knowledge of CSR/ESG and performance management and was former Senior Sustainability Officer at the City of Amsterdam and held management positions in public and private sector. Elias Consulting has grown in one year to a team of three experienced sustainability consultants with expertise in the field of strategy, business and sustainability analytics, change and performance management and communications. It has international clients in the field of food & beverage, public sector, investment and the energy sector.

We help you grow and prosper for a sustainable future! We offer you the following services :

| Elias Consulting Creating value for life framework | Step 1: Getting started Hello, how are you? | Step 2: Up and running Take you to the next level | Step 3: Accelerate How can we make you grow and prosper? |
|---|---|---|---|
| Mission and strategy *Why you are here on earth?* | • Awareness of sustainability<br>• Opportunities for sustainable future<br>• Formulate a sustainable mission/strategy (people, planet, profit) | • Strategic business (re-) orientation<br>• Stakeholder involvement | • Expand your business to other sustainable fields and solutions<br>• Be a sustainable thought leader |
| Improvement of products/processes *Let's make it better!* | • Sustainability scan<br>• Carbon footprint<br>• Water footprint<br>• Value improvement Action Plan | • ISO14001<br>• ISO 26000<br>• Cradle to Cradle<br>• CO2/MVO-prestatieladder<br>• Carbon Disclosure Project | • Be climate neutral/positive<br>• Eco-efficient and eco-effective<br>• Positive ecological footprint |
| Accountability *Looking in the mirror* | • First time reporter<br>• GRI Certified Training | • Reporting C-level GRI<br>• Coaching workshops 1 year<br>• Formulate Performance | • GRI-reporting A-level |

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| | indicators |
|---|---|
| | • Provide data/info |