



SUSTAINABLE PROCUREMENT A HOW-TO GUIDE!

**NINE ACTIONS FOR
PROMOTING SUSTAINABLE
PROCUREMENT**
in the retail and food industry

Procurement is the key
to the sustainable,
innovative world
of tomorrow!

Our food system is currently under severe pressure: scarce resources, climate change, population growth, changing consumption patterns, price pressure throughout the chain... There is growing awareness of a **need for a more socially, environmentally and economically sustainable food system**. But how can we make this a reality? There are numerous ways in which producers, food processing companies, supermarkets and consumers can establish sustainable food systems in their daily practice and promote sustainable food from the niche to the mainstream.

A transformative project for making the food chain more sustainable was developed by the partners of the Belgian Agro Food Chain Platform, with 10 strategies and a corresponding roadmap entitled 'Towards a sustainable food chain'. In Flanders, this is the benchmark for sustainability actions in the supply chain. However, this approach should not be limited to Flanders – it can also be applied in companies in other parts of Belgium.

As part of this project FEVIA, Boerenbond, The Shift, Fairtrade Belgium and Vredeseilanden jointly committed to come together in a working group to consider the ins and outs of sustainable procurement in greater detail. Our aim is to strive for a triple win in the social, environmental and economic dimensions of sustainability, for the benefit of individuals and society as a whole.

Why focus on sustainable procurement? Because sustainable procurement in supermarkets and the food industry has a major impact on core business in the whole food chain. Today, buyers in retail and the food industry are often praised for buying products at the lowest possible price. The sustainability performance of the production process is hardly ever taken into account. Where it is considered, it is often limited to the environmental aspect of sustainability. The social and economic aspects – such as a fair price for everyone throughout the chain – remain neglected. Changing this is an important factor for making the chain more sustainable. **Through sustainable procurement and tendering, buyers can make a greater contribution to achieving the sustainable entrepreneurship objectives to which many companies now aspire.**

But where do you start with sustainable procurement? How can you implement a procurement policy that really has a positive impact on people and the environment? In this brochure we have compiled a nine-point checklist for companies focussing on sustainable procurement. These recommendations were developed based on a number of qualitative conversations with several Belgian supermarkets and food companies, a survey on sustainable purchasing carried out by FEVIA among its members, and an 'informal conversation' about this subject with key stakeholders.

- 1** A clear commitment from top management
- 2** A supplier code of conduct that matters
- 3** Anchor sustainability ambitions in the company's and buyers' KPIs
- 4** A dignified price for all stakeholders throughout the chain
- 5** Build reciprocal, sustainable and long-term relationships with suppliers
- 6** Provide measuring tools
- 7** Communicate the sustainability performance of products to your customers
- 8** Be transparent and back up your claims
- 9** Dare to experiment and innovate with regard to sustainable procurement

The exact ways in which the nine checklist points are implemented in practice can vary greatly between companies and sectors. After all, every company has its own identity, its own practices and its own rhythm. With this brochure we aim to provide tips for implementing sustainable procurement in practice and achieving a meaningful impact.

The federations of the different links in the chain can elaborate on these nine points in even more detail with their members. They can formulate objectives for the sector, offer their members guidance for implementation (e.g. in developing sustainability clauses in standard contracts, making good practices visible, etc.) and follow up on progress. A number of 'touchstones' have therefore been developed for each of the nine checklist items. In this way we seek to avoid the nine points simply remaining on paper, e.g. whereby notwithstanding good intentions, a fair price is still not paid to all links in the chain. Companies can choose to work on parts of these nine points in a step-by-step manner.

Sustainable entrepreneurship and sustainable procurement are demanding but exciting processes. It is a path where you will encounter risks, but also opportunities that can generate "shared value". The dialogue between the different links in the chain is crucial in this process.

We wish you every success in your pursuit of a sustainable procurement policy.

*Fevia, Boerenbond, The Shift, Fairtrade Belgium and Vredeseilanden
December 2015*

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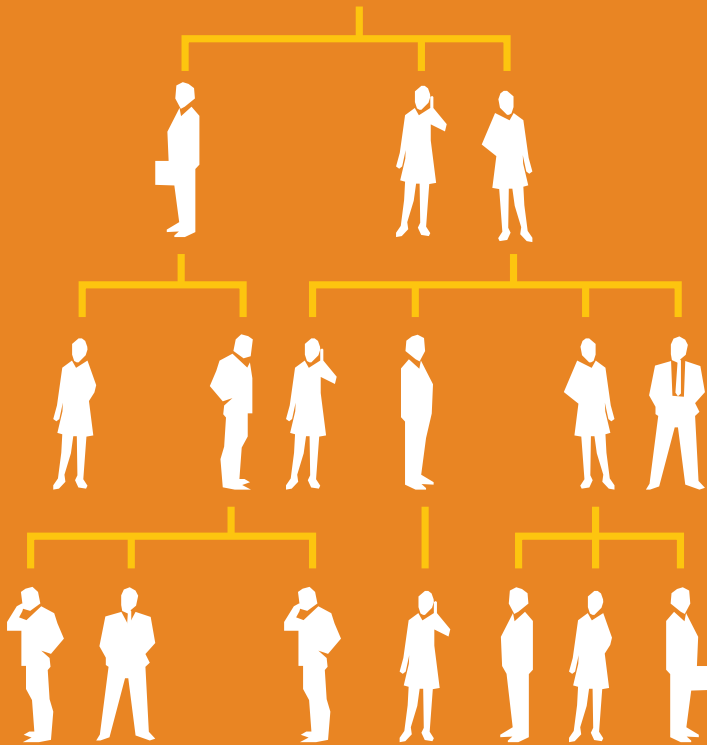
A clear
commitment from
top management

Working towards comprehensive sustainability has to be a conscious choice and strategy, promoted by management and the board of directors. Commitment must translate into all aspects of management. There must be recognition that integrating all aspects of sustainability into internal processes and external relations – in which the procurement policy is a key element – contributes to the long-term viability of the company.

Socially responsible entrepreneurship should not therefore be an isolated concept within the company. It is not merely a CSR manager's responsibility. Likewise, sustainable procurement is not the sole responsibility of the purchasing managers. Sustainable procurement can only be achieved with a true commitment from the company's top management and provided that it is part of the identity, long-term vision and culture of the company. Procurement with respect for people and the environment requires clear guidelines for buyers, but also expertise and motivation on the part of those responsible for quality assurance, finances, marketing etc. This cannot be developed with buyers alone; it requires support from the various departments in the company to develop a clear plan and concrete objectives in the short and long term together.

In a survey conducted by FEVIA among its members in 2015, 82% of the 99 companies that completed the survey declared that a clear commitment to a sustainable procurement policy was already being demonstrated by their top management. That is a good starting-point. The main reasons behind why companies focus on this topic include increasing the options of the company (access to new markets, competitive advantage, happy employees, loyal suppliers, etc.), mitigating the company's risks (image damage, liability claims etc.), the increasing expectations of customers and stakeholders regarding sustainable entrepreneurship and also moral and ethical considerations.

A sustainable procurement policy requires a holistic vision and must be embedded in the business organisation



A clear commitment
from top management

Touchstones:

- Does the CEO/Board of Directors have an explicit commitment to sustainable procurement?
- Does the company also explicitly translate this commitment to sustainable procurement into policy documents and long-term objectives?
- To what extent is sustainable procurement regularly on the company agenda and discussed in the management committee?

Examples:

"A sustainable procurement policy requires a holistic vision and must be embedded in the business organisation. Support from the various departments in the company is a guarantee for success. The top level has to set the tone; however the discussion and development have to occur through interdisciplinary teams. A sustainable procurement policy should not be an aim in itself but part of the company's mission."
(Guido Vanherpe, CEO of La Lorraine Bakery Group)

"Contributing to the economic, social and sustainable development of the cities, regions and countries where we are active is part of Sodexo's mission. In 2009 we launched the Better Tomorrow Plan, our roadmap towards corporate responsibility. In it, we agreed on our priorities, commitments and principles. Sustainable procurement is one of those commitments. We focus on local and seasonal products, and products from sustainable agricultural systems and fair trade, buying sustainable fish, paper and cleaning products, workwear,...enabling real impact and avoid compromises. Our buyers have become pioneers."
(Florence Rossi, Director Quality, Health, Safety and Environment, Benelux, Sodexo)

"We strive for both environmental and economic sustainability; we are a business but we also have a social responsibility. If you focus on it, you are rewarded. Our CEO strongly believes in this and approaches it pro-actively. So our procurement strategy is in line with this."
(Filip Walraeve, Divisional Procurement Manager, Alpro)



A supplier code
of conduct
that matters

Strategic management must be taken further throughout the daily reality of the entire company. An internal code of conduct can be a useful intermediary step between the strategic choice and its optimization in KPIs.

Signing a supplier code of conduct is an important commitment for companies in the agro-food sector. A code of conduct in which the agreements with respect to sustainability are included is not unilaterally imposed or enforced, but is drafted in dialogue with suppliers. This mutual dialogue contributes to a shared ownership of the code of conduct. It is an opportunity to get to know each other's strengths and limitations, think together about how to deal with bottlenecks, build trust, and thus take further steps towards creating more sustainable relationships and opportunities for shared value.

However, implementing the code of conduct is tricky. The company's focus on this code too often dwindles after signing. Many suppliers sign unilaterally established codes of conduct with a partial or total lack of faith, because they know there is no control over their implementation. Also, the supplier first and foremost wants to obtain the contract. Therefore, we must not limit a company's expectations concerning corporate social responsibility among suppliers to a few lines in a code of conduct. Through consultation, we can integrate sustainability expectations into all procurement procedures and legal documents, such as terms of delivery, contracts and so on.

Touchstones:

- Does your company use a code of conduct with respect to suppliers, in which your priorities in the field of sustainability are dealt with? Which specific aspects are mentioned?
- Is there space for dialogue between your company and the supplier before signing the code of conduct? Can both parties clearly express their expectations and concerns?

Examples:

"Miko deliberately chooses Fairtrade for a growing percentage of the coffee we are buying. We always ask our suppliers to sign a 'Sustainable Entrepreneurship' declaration. If anyone refuses to sign this declaration we dare to reject the offer of cooperation. However, if the main suppliers of coffee and cocoa beans can demonstrate the sustainability efforts they have already made, they are no longer required to sign the declaration."
(Dirk Hermans, Head of Procurement, Miko)

"Starting with a clear commitment, the Carrefour group gives its suppliers a charter which sets out clear rules. For instance, child labour is out of the question and we ask them for demonstrable commitments in the field of sustainability. 35 criteria determine their commitment in that field. Carrefour rewards the best performing suppliers and places them in the spotlight with a prize that is awarded annually."
(Pascal Leglise, Director of Quality and Sustainable Development, Carrefour Belgium)

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Anchor
sustainability
ambitions in
the company's and
the suppliers' KPI

A company which is serious about corporate social responsibility goes beyond just words. It also does what it says and optimizes the sustainability commitment and the code of conduct in concrete objectives for the future, linked to clear indicators. More and more companies are therefore anchoring sustainability objectives in their KPIs (Key Performance Indicators).

In addition, concrete sustainability objectives can also be anchored in the KPIs of the staff. In many companies, purchasers are praised for getting the lowest possible prices for the products they have purchased, and hardly ever for the sustainability performance of the production process. The integration of sustainability objectives into the KPIs of procurement teams and decision-makers is an effective way to concretely anchor sustainability issues in the procurement practice of the company. However, companies would also do well to include sustainability objectives in the KPIs or personal objectives of marketing, product and brand managers etc. to guarantee support within the various departments.

A company
which is
serious
about
corporate
social
responsibility

Touchstones:

- Does the company focus on both environmental and socio-economic sustainability objectives in its KPIs? In which KPIs?
- Are environmental and/or socio-economic sustainability objectives included in the KPIs (or annual objectives) of members of management, heads of procurement, heads of marketing, product or brand managers etc? If so, which?



Anchor sustainability
ambitions in the company's
and the suppliers' KPI

Examples:

“Spadel wishes to create added value concerning the three Ps: People, Planet, and Profit. The company evaluates based on five criteria: price, quality, lead time, service, and since four years ago, sustainability as well. There are three KPIs linked to this approach: follow-up of the sustainability charter, fully audited strategic suppliers, and suppliers with the score ‘CSR under control’. There are various costs associated with the audits and the inclusion of the procurement team in this process; however, there is now a lot of ownership among the buyers as well. They are also evaluated on this. In the first place the main buyer was against it, whereas now he is the main advocate. Also, a lot of support and exchange among the suppliers takes place.”

(Dirk Leroy, Sustenuto)

“It is our aim to purchase only certified cocoa by the year 2020 (UTZ, Rainforest Alliance and Fairtrade). In 2014, already 40% of our cocoa is certified. In addition to certification, we also want to focus on projects and partnerships in order to improve the living conditions of cocoa farmers and their families. For instance, through the partnership with Source Trust in Ghana, we train farmers in sustainable agricultural methods and we aim to improve living conditions for 13,000 families.”

(Veronique Squelart, Public Relations and Institutional Affairs Director, Ferrero)

“Our business depends on a stable supply of high quality materials, such as cocoa and wheat, for the creation of our snacks. We have therefore started up a holistic programme around cocoa, called Cocoa Life, which is aimed at the communities of cocoa farmers and their families. The net income from cocoa for farmers and cocoa productivity are two of the KPIs that were determined for Cocoa Life, in addition to the creation of work in the cocoa sector and the conservation of forests and ecosystems.”

(Dionne Van Aelst-Heijnen, EU Public Affairs Manager, Mondelez International)

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A dignified
price for all
stakeholders
throughout
the chain

The increasing price competition in the food sector puts pressure on margins throughout the entire supply chain, for the supermarkets as well as for traders, processors and producers. Farmers in both the North and South are raising their voices more and more in order to express their weak position in the chain. They carry the most important risks, and they are the ones who are hit hardest.

Farmers need supermarkets and food companies; supermarkets and food companies need farmers. So good understanding is crucial, as is fair distribution of the benefits and burdens, profits, costs and risks. The actors in the chain will be more motivated to focus on greater sustainability if they are compensated by proportionate remunerations that are disbursed in a timely manner. Everything starts with an explicit commitment from all actors in the chain.

All actors in the supply chain must receive a “dignified price” for their produce. Mechanisms that enter into operation in periods of low market prices can be a solution. Companies can also make pre-competitive long-term arrangements with their suppliers, for instance by agreeing on minimum sustainability standards and decent compensation for extra efforts.

Farmers
need
supermarkets
and food
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and food
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need
farmers!



A dignified price for all stakeholders
throughout the chain

Touchstones:

- Did your company sign the code of conduct of the Belgian Agro Food Chain Platform to promote fair relations between suppliers and purchasers?
- Does your company use a mechanism to agree on and/or adjust long-term procurement prices in periods of low market prices? What percentage of your products is covered by this mechanism?
- Is a clear distinction made between general minimum requirements and specific additional demands? Is additional compensation provided for these additional demands? Is this compensation substantiated and linked to the additional costs that are incurred and the added value that can be achieved?
- Are payment deadlines established in contracts? What percentage of payments are completed within the agreed period?

Examples

"Sustainable procurement means for us that everything is ok in terms of food security and that our products are produced and transported in conditions that are socially and environmentally responsible. However, it certainly also means that we pay fair prices to producers. They must all be able to earn their living with it."
(Karel Bolckmans, Business manager, Special Fruit)

"We process barley into malt, which we sell to large breweries, producers of baby food, energy drinks producers etc. We are part of Axeral, a French cooperative of cereal producers. Through the cooperative model the farmers obtain a good price. Boortmalt pays farmers extra bonuses to grow malting barley, which achieves lower yields compared to ordinary barley. By growing malting barley, farmers can diversify and spread their risks better."
(Julie Nenquin, HSE Manager Belgium & France, Boortmalt)

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Build reciprocal,
sustainable
and long-term
relationships
with suppliers

Agricultural markets nowadays are often highly volatile and there is significant price pressure. For both farmers and companies, this factor is preventing actors in the chain from earning stable incomes. Long-term relationships between producers and customers are therefore an advantage for both parties. Producers can count on guaranteed sales and a stable income; customers can be sure of a guaranteed and continuous supply. Also, long-term relationships often serve to increase trust, so that producers and food companies or supermarkets can think together and on an equal footing about long-term developments.

This cooperation promotes sustainable economic relationships and provides opportunities to explore new markets and products together. Within such a context, a fair division of benefits and burdens can be discussed and opportunities for shared value are created. Moreover, other sustainability aspects for which long-term action is needed can be addressed, for instance sustainable production methods and the use of pesticides, air transport, working conditions, inclusion of small-scale farming in the chain, etc.

Touchstones:

- With what percentage of your suppliers does your company have a long-term relationship (considered as such by both parties)?

Examples:

"It is part of our business plan that we want to deal with farmers in a sustainable way. We need the farmers and they need us. We aim for long-term relationships with the farmers (lasting for generations). A team of agronomists travels around and they have a very personal link with the growers, they support them and give them advice. We are getting increasingly stringent demands from our customers, which we have to pass on to the farmers; however we do have a compensation arrangement if a field is rejected (e.g. when plant capacity is exceeded) and there is a harvest insurance or solidarity fund in place (e.g. for damage in case of certain diseases or climate problems)."
(Eva De Keyser, Project Engineer Sustainable Agriculture Ardo)

"Dairy farmers are heavily involved in the decisions taken in the dairy industry. 70% of the milk is traded through cooperatives, where farmers on the board of directors jointly decide on investments, the monthly milk price, the payment system etc. In the private dairy industry too, in companies like Danone and Friesland Campina, there is cooperation with producer organisations through a consultation structure."
(Renaat Debergh, Managing Director, Belgian Confederation of the Dairy Industry)

"Danone strives towards a holistic view of milk deliveries with its global policy and audit programme in terms of quality, quantity and price as well as the agricultural practices used. In Belgium, Danone works with about one hundred dairy farmers, half of which are members of the 'Beste Melk' (Best Milk) Producers Organisation (PO), which is the first to be recognized by the Flemish government. Danone and this PO discuss delivery conditions, the components of the sustainability programme and several other topics. Innovative mechanisms to avoid extreme price volatility are currently being considered."
(Nathalie Guillaume, Public Affairs & Sustainability Manager Danone)



Provide
measurement
tools

Measuring provides useful knowledge. If a company wishes to verify whether concrete objectives in terms of sustainable procurement are being achieved, then measurement tools are needed. Through measuring, progress can be mapped and lessons can be drawn for the future and adjusted if necessary. Many larger companies have their own measuring systems for this, such as software developed for mapping sustainability indicators.

Touchstones:

- Does your company have a framework within which the progress of sustainability efforts is followed up and measured?
- Does your company publish the results achieved in terms of environmental and socio-economic sustainability in its annual report? Does your company also draft an annual sustainability report including its actions in the domain of sustainable procurement?

Examples:

"Together with the sector, we have developed a tool for monitoring sustainability in dairy farming. It includes 35 (extra-legal) sustainability criteria. The aim is to have all 8.000 inventoried companies audited by an independent agency by the year 2016. On average, dairy farmers are already complying with 9 of the 35 sustainability criteria. The aim is to improve and measure this every year."

(Renaat Debergh, Managing Mirector, Belgian Confederation of the Dairy Industry)

"We measure progress in the field of sustainability by registering the number of deliveries of food products (also organic products), we measure consumption of cleaning products, logistical deliveries on sites, fuel use of our fleet etc. It's a fact that in our world too much food gets lost, leaving huge impact on our society and on environment. Reducing waste of food is one of our priorities. We tackle this problem via registration and monitoring with a software system we have developed internally."

(Jackie Meul, HSE and CSR director, Compass Group Belgilux).

Measuring
provides
useful
knowledge



Communicate
the sustainability
performance of
products to your
customers

On the one hand, consumers demand low prices for their food, but on the other hand they increasingly expect the products they purchase in their supermarkets to be 'fair'. In other words, there should be no exploitation, child labour or environmental disasters behind them. Just as farmers, retail and the food industry are expected to take responsibility in terms of sustainability, citizens/consumers also have a responsibility when purchasing. However, for consumers, it is not always easy to make the 'right' choice: is one label better than another? Can products without a label be sustainable as well? How do you recognize the sustainability performance behind a product?

Tell them what you are doing. Modern consumers often do not have a good idea of everything that happens in the chain, so effective communication can strongly influence purchasing behaviour. Companies that can demonstrate their sustainability efforts in procurement to customers will be valued and rewarded for it. Pioneers in this field will also encourage other companies to take action, increasing the support base for sustainable procurement and bringing us closer to mainstreaming sustainable procurement practices.

To achieve this goal, it is necessary to develop information flows and communication tools to convey the information available both internally and externally. Companies can establish digital platforms to map the journeys of their products. Communication can take place via information sheets, information on receipts, packaging, websites, online shops etc.

Touchstones:

- For what percentage of the products processed or sold by your company can customers easily recognize the sustainability performance behind the product?
- Do you communicate your sustainability efforts to your customers and clients? Through how many different channels? How often?

Examples:

"We made a conscious choice when we created Mondelēz International to publish everything, through our Progress report, our website and the packaging of our products."
(Annick Verdegem, Corporate Affairs Manager Benelux, Mondelēz International)

"Our trays of strawberries always display a code which you can use to find online information about the producer. At first there was a lot of resistance with the growers, however most reactions are positive and the feedback is often useful for the growers. We could certainly extend this transparency to other products. It requires a bit of extra logistics."
(Gaston Opdekamp, Director, Veiling Hoogstraten)

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Be transparent
and back up
your claims

As transparency throughout the chain increases, obstacles to sustainability can be uncovered and therefore corrected. More transparency gets consumers interested in gaining comprehension of as yet unresolved obstacles, and encourages competitors to work around the issues raised.

Many companies indicate that they feel an ever-increasing need to focus on this both because of increasing demand from their clients and to create new opportunities.

Transparency does not mean disclosing recipes, trade secrets or information that may weaken or distort competitiveness. It does mean providing insight on who produces, how products are made and the sustainability performance of the various links in the chain. It also means effective coordination of all of this information between the different actors in the chain. Much work remains to be done here, especially when a food chain becomes more complex, for instance for composite products or products from distant countries with numerous brokers and processors. For these 'complex' products in particular, supermarkets and food companies currently have little idea who produced the different parts of the product, what prices the farmers received, in what working conditions it was produced or what its environmental sustainability performance is.

Undoubtedly, one of the major difficulties supermarkets are struggling with today is the large number of products in store. A supermarket has to decide where to start. Which products have the biggest impact? And how can you make progress year after year?

Transparency can be increased if supermarkets and food companies invest more in mapping chains (chain analysis) and detecting bottlenecks for sustainability, mechanisms for providing information and data management, guaranteeing the accuracy of the data provided and claims made, and developing information systems (data sheets, cash tickets, information on product packaging, websites, online shops etc.)

Touchstones:

- Does your company have a solid grasp of the entire supply chain of the products you buy and process? For what percentage of the products procured is a chain analysis available?
- Does your company make use of independent audits that monitor the social and environmental aspects throughout the supply chain? For what percentage of the products you buy is an audit available?



Be transparent
and back up your claims

Examples:

“Since August 2015 we only buy beef that meets the requirements of Generic Specifications of Beef, the successor of the better known Meritus label. By doing so we confirm, for the purposes of farmers’ organisations and cattle farmers, our commitment to good understanding and cooperation. Our clients are guaranteed greater transparency because Belbeef, the organisation behind the specifications, is going to track the animals throughout the chain from stable to Lidl. With a single verification and certification at the farmers’ level they can offer animals to different stores. Our membership makes them more mobile and simplifies their administration.”
(Jeroen Bal, Director of Procurement and Marketing, Lidl Belgium)

“Transparency is the trend, the way to go. We receive more and more questions from NGOs, our customers, consumers etc. which is why we are also focussing on it more. For palmoil we work with our suppliers and the Forest Trust, in order to make the palmoil chain 100% traceable until the mills.”

(An Saveyn, Sustainable Development Officer, Vandemoortele)

“We think it is important that everyone in the supply chain is self-reliant, therefore we strive towards transparency. We sit together with all parties involved and look at possibilities for reducing total costs, starting from the selection of the crop varieties until the delivery at our factory.”

(Filip Walraeve, Divisional Procurement Manager, Alpro)



Dare to experiment
and innovate
with regard to
sustainable
procurement

Innovation is a must for every company. The Belgian food industry traditionally scores higher than its neighbouring countries when it comes to process and product innovation. Innovation in sustainability has a greater impact if there is cooperation between the various actors in the chain: creating together (co-creation), searching for new markets, new business models, building trust relationships, mutual transparency and a fair division of benefits and burdens. Through such new business models, products and services are offered that appeal to consumers thanks to their quality, performance and sustainability – and not only because of the price. Such changes demand time, consultation and coordination between the various actors in the chain, and often a significant investment as well.

When the going gets tough economically, innovation is often under pressure. However, when striving for more social, environmental and economic sustainability in the sector we should not sacrifice innovation. Innovation for sustainability almost always leads to win-win situations which have a positive impact on both the company and society.

The above points can be read as a roadmap towards a sustainable procurement policy. However, there is no generic answer to the question: “What is a sustainable procurement policy?” It depends on the sector and the willingness of the stakeholders to co-write the story. What’s more, sustainability is a broad concept in which different nuances can be highlighted. That’s all right, it’s the way it has to be. So dare to experiment together.

Touchstones:

- What percentage of your company’s sales are used for socially relevant innovation? Which innovation projects can you name that focus on environmental and socio-economic sustainability through the supply chain?
- Do you cooperate with other stakeholders (such as other companies, service providers, academic institutions, NGOs etc.) on co-creation? Can you give examples?

Examples:

“We focus heavily on specific sustainability projects, such as the ‘Better for everyone’ project. In it, we use less soya and more omega 3 for the feed of the pigs. That makes animals less ill, the farmers receive a bonus so the additional costs are not recovered at their expense and it is also better for the consumer.”

(Tim Lammens, Vice President Quality, Food Safety and Sustainability, Delhaize) |

“The challenge for me is to do well on a small scale, learn from it and then develop it further. With Vredeseilanden (VECO) for instance, we are developing a new organic and fair trade banana chain in Senegal. Senegal has not previously been exporting bananas. Thanks to this project, a new revenue flow will be open to the banana farmers in the Tambacounda region. The aim is to anchor the findings and roll out similar pilot projects for other product groups.”

(Tony Debock, Director Product Promotion & Purchase of vegetables and fruit, Colruyt Group)

Colofon

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Many thanks to the 99 companies that completed the 'Questionnaire for companies concerning a sustainable procurement policy' through FEVIA.

Many thanks to the companies with which we discussed the sustainability of their procurement policy: Agristo, Alpro, Ardo, Belgian Dairy Industry Confederation, Boortmalt, Carrefour, Colruyt, Compass, Danone, Delhaize, Ferrero, La Lorraine Bakery Group, Lidl, Miko, Mondelez, Sodexo, Special Fruit, Vandemoortele, Veiling Hoogstraten.

Partner organisations:



As a member of Fairtrade International, **Fairtrade Belgium** connects the movement's international objectives and the Belgian market by creating a market for Fairtrade products in Belgium. We work to stimulate demand for Fairtrade and expand the range of Fairtrade products available on the Belgian market, and ensure that supply can match demand. Through the Fairtrade label, we also put Belgian consumers in touch with farmers in the southern hemisphere. Fairtrade Belgium invests in partnerships with businesses. What's more, Fairtrade Belgium promotes Fairtrade to Belgians so that they know what it is and how they can contribute to changing things for the better. <http://fairtradebelgium.be/fr>

FEVIA's mission is to represent, support and develop a sustainable food industry in Belgium, by promoting better economic, social and environmental conditions for the good of the sector as well as society at large. To this end, it acts in the legal, political and administrative domains whenever the interests of the food industry are at stake. As a professional federation, FEVIA aims to bridge the gap between industrials in the sector and the socio-economic environment in which they operate, thus contributing to a sustainable food production system. Transparency and ongoing dialogue between stakeholders are an important part of this activity. www.fevia.be

The Shift was founded in June 2015 by the former sustainable development networks KAURI and Business & Society Belgium. Our aim is to work with our members and partners to trigger a transition towards a more sustainable society and economy. As the national contact point for CSR Europe and the World Business Council for Sustainable Development, we encompass around 350 organisation from different sectors: companies, NGOs, academic institutions, public bodies and other key players in society. Together with our members and partners, we work to develop innovative solutions for overcoming the main challenges facing our planet, the global population and prosperity. <https://theshift.be/en>

Boerenbond is active in the agricultural sector as a professional organisation for farmers and horticulturists. Boerenbond is the largest agricultural organisation in Flanders and in the German-speaking region in Belgium. It has five areas of activity: protecting the interests of farmers, training and sharing information, services, representation and cooperation on production, and upstream and downstream activities. Working to meet the needs of society, Boerenbond aims to develop a robust and sustainable form of agriculture and horticulture. Sustainability is applicable to the environment, economic and society. <https://www.boerenbond.be/>

The NGO **Vredeseilanden** (VECO) is active in 15 countries including Belgium. It supports family farmers to play their part towards reducing poverty in rural areas and enables them to contribute to feeding the growing global population in a sustainable manner. It facilitates the process of bringing different stakeholders together (farmers' organisations, agro-food companies, distribution companies, public authorities etc.) to help create suitable conditions for the development of inclusive and sustainable economic models. <https://www.veco-ngo.org/>

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