

Sustainability Trends in the Agrifood Sector

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Comments Welcomed



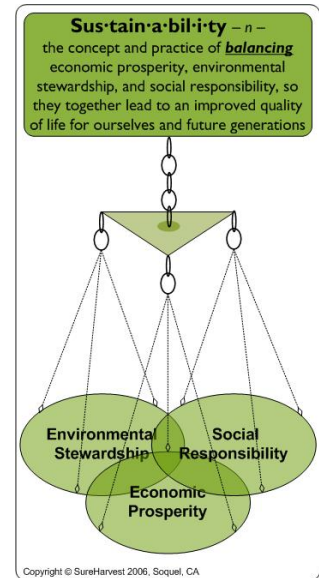
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I. Introduction

The concept of “sustainability” is rapidly making its way into the communications and procurement initiatives of leading US retail and foodservice companies. While the term “sustainability” is most prominent, there is yet no common language to communicate the various initiatives that companies are pursuing. Therefore, in this briefing paper we use “sustainability” as an umbrella term that encompasses: corporate citizenship, corporate social responsibility (CSR), environmental stewardship, ethical sourcing, fair trade, diversity, philanthropy, and other similar terms. Under the most commonly accepted high-level definition of sustainability—balancing economics, environmental and social outcomes—these other terms would be a subset of a comprehensive sustainability program (See **Appendix I** for a historical perspective and definitions of sustainability).

Sustainability initiatives are underway at the likes of Wal-Mart, SYSCO, Compass Group and others. Companies are actively engaged in transforming the concepts of sustainability into business processes permeating investor relations, marketing, public relations, human resources, product development, procurement, and other core business functions. The trend appears to be heading toward the full integration of sustainable practices in overall supply chain management. Producers, processors, distributors, retailers and consumers will increasingly gain insight and transparency into *where, how, by whom, when, what impacts* (positive, neutral and/or negative) and even *why* the products they touch are grown, distributed, processed (if applicable), and consumed. The outstanding questions are just how big (what percentage of the various markets) and how fast will the sustainability market grow?



II. Digging Deeper: Sustainability Trends in US Retail and Foodservice

The following section presents a brief overview of sustainability procurement activities, public reporting and “sustainability” messaging by leading US Retail and foodservice companies (see **Tables I through 4**)

Only initiatives that focused on procurement and/or suppliers are listed here. Many of the companies are pursuing initiatives in the realms of energy, water, and waste reduction, employee welfare and human resources, community, and philanthropy that are not cited in this document. For more information on those initiatives please visit the company websites listed in the tables below.

It is important to note that the leading US retail and foodservice companies are all actively engaged in sustainability initiatives that involve procurement, reporting and messaging including:

- Wal-Mart, #1 Retailer by revenue at \$338.80 Billion
- SYSCO, #1 Foodservice: Distribution at \$30.28 Billion
- Compass Group, #1 Foodservice: Contract Management by revenue at \$22.39 Billion
- McDonalds, #1 Foodservice: Quick Serve Restaurant by revenue at \$21.79 Billion
- Starbucks, #1 Foodservice: Limited Beverage Service by revenue at \$7.44 Billion
- Darden Restaurants, #1 Foodservice, Casual Dining by revenue at \$5.77 Billion

This level of engagement in sustainability by market captains requires alignment of business strategy and operations by all those involved in retail and foodservice supply chains to meet market demands.

Table I: Sustainability Procurement and Communications Activities by Top US Food Retail Companies

Company (FY05 Revenue, Sector Rank)	Procurement Activities	Sustainability Report	Sustainability Positioning and Wording on Website
Wal-Mart (\$338.80 Billion, \$253.8 Billion(US) #1)	Wal-Mart recently committed to: <ul style="list-style-type: none"> • Double its line of organic produce¹ • Buy 100% of its wild-caught salmon and frozen fish for the North American market only from Marine Stewardship Council (MSC)-certified fisheries within three to five years.² • Certify all farmed shrimp suppliers by the Global Aquaculture Alliance (GAA) and the Aquaculture Certification Council within the next 18 months. • Offer Fair Trade Certified™, Rainforest Alliance, and organic coffee at Sam’s Clubs • Offer organic cotton products as of May 2006 	2005 Report on Ethical Sourcing http://walmartstores.com/Files/05_ethical_source.pdf	Homepage, “Wal-Mart Sustainability” http://walmartstores.com/GlobalWMStoresWeb/navigate.do?catg=217
Kroger Co. (\$63.29 Billion \$59.9 Billion (US), #2)	Kroger currently offers: <ul style="list-style-type: none"> • Own Naturally Preferred brand of natural/organic food products. • Some Fair Trade Certified™. • Some certified FlorVerde flowers. • Animal Welfare Policy 	Public Responsibility Report http://www.thekrogerco.com/index.htm	“About Us” page includes: Public Responsibility Report, Animal Welfare Policy, Business Ethics Policy, Corporate Governance Guidelines http://www.thekrogerco.com/index.htm
Costco (\$ 60.15 Billion, 51.9 Billion (US), #3)	<i>No Information</i>	<i>No Information</i>	<i>No Information</i>

Other Retail Sector Information

- **Whole Foods Market**, a chain focused on natural foods, has seen its share price rise by nearly 900% in a decade.³
- **Safeway** has seen 5% same-store growth in 2006 which has been attributed primarily to converting 616 out of 1,767 stores to Lifestyle stores which are redesigned to impart a warm ambience.
- **Stop & Shop** and **Giant Food** each carry over 1300 organic products in addition to their parent company Ahold’s own Nature’s Promise brand for natural and organic products.

¹ The organic industry grows at about a 20 percent rate annually (USDA). In 2002, North America overtook Europe as the largest market for organic food and drink. (Organic Trade Association)

² Other global retailers, including Tesco and Unilever, give procurement preference to MSC-certified seafood.

³ The Economist “Wal-Mart goes Crunchy” Jun 8, 2006

Table 2: Sustainability Procurement and Communications Activities by Top US Foodservice: Contract Management Companies

Company (FY05 Revenue, Sector Rank)	Activities	Sustainability Report	Sustainability Positioning on Website
Compass Group (\$22.39 Billion, #1)	<ul style="list-style-type: none"> • UN Global Compact signatory. • Follows a sustainable seafood purchasing policy.⁴ • Pursued antibiotic reduction in pork and chicken.⁵ • Subsidiary Bon Appetit: <ul style="list-style-type: none"> ○ Gives preference to produce that is organic, seasonal, or from within 150-miles. ○ Policies for sustainable seafood, antibiotic reduction in chicken and pork, cage-free eggs, rBGH-free milk. 	Sustainability Reports & Galleries http://www.cgnad.com/default.asp?action=article&id=249	Homepage, "Sustainability" http://www.cgnad.com/
Aramark Corp. (\$16.96 Billion, #2)	<ul style="list-style-type: none"> • Follow sustainable seafood policy. • Offer organic options, serve Shade -grown coffee, and are increasing products grown locally and/or according to eco-friendly practices, such as Hearst Ranch grass-fed beef at ARAMARK National Park properties. • Serve organic products at over 175 colleges. 	No	Homepage, "Corporate Citizenship" http://www.aramark.com/MainLanding.aspx?PostingID=367&ChannelID=190
Sodexo Inc. (\$11.62 Billion, #3)	<ul style="list-style-type: none"> • Endorse Global Sullivan Principles. • Offers organic food at 450 colleges. • Offers some Food Alliance certified and locally grown food. • Offers some Fair Trade Certified™ coffee. 	Corporate Responsibility Report http://www.sodexousa.com/corp_global.asp	Homepage, "Corporate Responsibility" http://www.sodexousa.com/corp_responsibility.asp

⁴ The policy will impact approximately one million pounds of fish purchased annually include substituting environmentally-sound species for over-fished species, decreasing its use of unsustainably farmed shrimp and salmon, and eliminating all other 'Avoid' species from the Monterey Bay Aquarium's Seafood Watch list. The policy is expected to be fully implemented by early 2009.

⁵ In 2005, Compass Group partnered with Environmental Defense and Smithfield Foods, Inc. to curb antibiotic use in pork production. Similar requirements were applied to the purchase of chicken in June 2006.

Table 3: Sustainability Procurement and Communications Activities by Top US Foodservice: Quick Serve Restaurants (QSR), Limited Service Beverage and Full Service Companies

Company (FY05 Revenue, Sector Rank)	Activities	Sustainability Report	Sustainability Positioning on Website
McDonald's (\$21.79 Billion, #1 QSR)	<ul style="list-style-type: none"> • Animal Welfare Guiding Principles. • Does not purchase beef from rainforest or recently deforested rainforest land. • Pilot program to improve labor standards for tomato growers in Florida. • McDonald's Corporate Responsibility Blog—an open forum with VP Bob Langert⁶. • Serves organic Fair Trade Certified™ coffee in over 650 restaurants as of November 2005.⁷ 	Corporate Responsibility Report http://www.mcdonalds.com/corp/values/report.html	Homepage, "Corporate Responsibility" http://www.mcdonalds.com/corp/values.html
Yum Brands (\$9.44 Billion, #2 QSR)	<ul style="list-style-type: none"> • Animal Welfare Program for poultry care and handling 	No	Homepage, "Responsibility" http://www.yum.com/responsibility/default.asp
Darden Restaurants (\$5.77 Billion, #1 Casual Dining)	<ul style="list-style-type: none"> • As of October 2005, requires farmed shrimp producers and processors to be certified in compliance with Best Aquaculture Practice standards developed by the Global Aquaculture Alliance. 	No	Homepage, "Community" and "Diversity" http://www.dardenrestaurants.com/

⁶ <http://csr.blogs.mcdonalds.com/>

⁷ U.S. retail sales of Fair Trade Certified coffee grew from less than 50 million in 2000, to nearly \$500 million by 2005. Fair Trade had 82 million media impressions in and products can now be found in over 32,000 retail locations including: Kroger, Safeway, Albertson's, Stop & Shop, Wild Oats, Trader Joe's, Whole Foods, Target, Costco, Sam's Club, McDonalds and more.

Continued, Table 3: Sustainability Procurement and Communications Activities by Top US Foodservice: Quick Serve Restaurants (QSR), Limited Service Beverage and Full Service Companies

Company (FY05 Revenue, Sector Rank)	Activities	Sustainability Report	Sustainability Positioning on Website
Starbucks (\$7.44 Billion, #1 Limited Service Beverage)	<ul style="list-style-type: none"> • As of 2001, uses own coffee buying guidelines called C.A.F.E. Practices developed with Conservation International to reward farmers who meet strict environmental, social, economic and quality standards. High-scoring suppliers receive preferential buying status, higher prices and better contract terms. • In 2005, purchased 11.5 millions pounds Fair Trade Certified™ coffee. • In partnership with Conservation International, the Conservation Coffee™ program provides farmers with technical assistance in the growing, processing and marketing of high quality coffee. • Give loans to cocoa farmers to help establish more sustainable farms. 	Corporate Social Responsibility Report http://www.starbucks.com/aboutus/csrannualreport.asp	About Us Page, “Social Responsibility” http://www.starbucks.com/aboutus/csr.asp

Other QSR Sector Information

- **Chipotle’s** core marketing platform is “Food with Integrity” manifested by products such as:
 - Naturally raised pork, chicken (~50% of total supply) and beef (~30% of total supply).
 - Organic beans (25%, up from 20% last year).
- **Dunkin’ Donuts** espresso-based drinks are 100% Fair Trade Certified™.
- **Burgerville**, a Pacific Northwest chain, uses the marketing slogan “Fresh, local, sustainable.” They serve local grass-fed Oregon Country Beef, local non-rBGH Tillamook Cheddar, and tout their use of local and seasonal produce in products such as pumpkin shakes, sweet potato fries and Walla Walla onion rings.

Table 4: Sustainability Procurement and Communications Activities by Top US Foodservice Distribution Companies

Company (FY05 Revenue, Sector Rank)	Activities	Sustainability Report	Sustainability Positioning on Website
SYSCO (\$30.28 Billion, #1)	<ul style="list-style-type: none"> • Integrated Pest Management initiative requiring suppliers to submit IPM and sustainable agricultural programs followed by third-party audits.⁸ • Business Coalition for More Sustainable Food (BCSF) to harness the buying power of food related companies to create more sustainable food supply systems.⁹ • Buy Local, Sell Fresh initiative • Ag-in-the-Middle procurement initiative to support large family farms in producing value-added, differentiated products. 	No	Customer Homepage, "Agricultural Sustainability" http://www.sysco.com/aboutus/aboutus_sustainability.html
US Food Service (\$17.61 Billion, #2)	<p>US Food Service parent Ahold:</p> <ul style="list-style-type: none"> • Offers many Fair Trade Certified products, including produce, coffee, and cosmetics. • Offers some organic products • Ahold Sustainable Trade Development program works with suppliers to reach quality/production standards • Part of Business Social Compliance Initiative for improvement of labor conditions in production. 	Corporate Social Responsibility Report http://www.ahold.com/page/4426.aspx	Not addressed on US Food Service site; Parent company Ahold has "Responsibility" on homepage http://www.ahold.com/page/4157.aspx
Performance Food Group (\$5.72 Billion, #3)	<i>No specific actions described.</i>	No	Homepage, "Sustainability" http://www.pfgc.com/about+us/sustainability/default1.asp

⁸ Sysco's IPM initiative involved 70 suppliers, 160 food factories, and approximately 375,000 acres of crop land the first year of implementation. An independent third party audit measured compliance to SYSCO's IPM standards. SYSCO estimates in 2005 this avoided the use of over 300,000 lbs. of active ingredient pesticides, reusing or recycling 155,000,000 tons of organic waste material, 6,400,000 lbs of cardboard and paper, 2,900,000 lbs of metal products and 1,600,000 lbs of plastic.

⁹ The BCSF will work collectively to aggregate demand, identify best practices, and improve the social, environmental, and financial performance of specific supply chains. The BCSF will address a broad set of issues including farmer income, community impact, land use, water use, packaging, pesticides, transportation and energy consumption.

III. Crop-Specific Sustainability Initiatives

In addition to sustainability initiatives by retail and foodservice companies, there are a number of crop-specific sustainability programs underway including:

Roundtable on Sustainable Palm Oil (<http://www.rspo.org/>)

- Started in 2004, members include the Malaysian Palm Oil Association, Cargill, US Foods Group, Nestle, Unilever, ConAgra, Marks and Spencer, Sainsbury's, Tesco, Body Shoppe, HSBC Bank, World Wildlife Fund (WWF), and Oxfam.

Common Code for the Coffee Community (<http://www.sustainable-coffee.net/>)

- Started in 2004, Steering Committee members include European Coffee Federation, Kraft, Nestle, Sara Lee, Rainforest Alliance, and World Bank.

California Sustainable Winegrowing Program (<http://www.sustainablewinegrowing.org/>)

- Started in 2003, this project involved representatives from all California winegrowing regions and small, medium and large vineyard and winery enterprises as well as representatives from Cal/EPA, academics, non-governmental organizations (NGO) and community representatives.

Roundtable on Responsible Soy (<http://www.responsiblesoy.org/eng/index.htm>)

- Started in 2006, core members include Unilever, WWF, ABN-AMRO Bank, ABIOVE (the Brazilian Oilseed Processors Association), Gruppo Andre Maggi (large Brazilian producer), and others.

Better Cotton Initiative

- Started in 2006, participants include Adidas, H&M, Gap Inc., IKEA; WWF, Conservation International Oxfam, ICCO, Organic Exchange, and United Nations Environment Program.

IV. Sustainability Trends in the Broader Business Context

Sustainability principles and practices are increasingly being *integrated into core business functions*.

- Sustainability, corporate social responsibility, fair trade, and similar initiatives that often started out in company's public relations offices are now being built into procurement, facilities management, and overall operations in retail, foodservice and the broader business community. Examples include:
 - Wal-Mart has recently engaged over 60,000 suppliers in an initiative to increase the sustainability of product packaging.
 - Compass Group recently announced purchasing policies encouraging sustainable fisheries and antibiotic reduction in chicken and pork.
 - Sysco established an Integrated Pest Management initiative involving 70 suppliers, 160 food factories, and approximately 375,000 acres of crop land in the first year of implementation and required suppliers to submit IPM and sustainable agricultural programs that were independently audited.

Corporate procurement initiatives in retail and foodservice are increasingly turning to nationally and internationally recognized certification programs when they exist to screen products.

- Large, recognized certification programs have already been vetted by the larger business, environmental and/or social community. As such, they offer companies a simplified method of credibly communicating the social and/or environmental attributes of a product to the consumer. Many companies are taking advantage of this approach. Examples include:
 - Wal-Mart, Unilever, and Tesco all give preference to seafood certified by the Marine Stewardship Council.
 - FairTrade products can now be found in over 32,000 retail locations including Kroger, Safeway, Albertson's, Stop & Shop, Trader Joe's, Target, Costco, Sam's Club, and McDonalds.
 - As of 2005, 100 percent of Chiquita's owned banana farms in Latin America were certified to Rainforest Alliance, Social Accountability 8000 and EurepGAP. Organic, SA8000, and ISO 14000 are also used as a screen or preference in other procurement initiatives.

Internationally recognized independent certification programs have separated the governance of (1) standard setting, (2) accreditation of certifiers, and (3) certification to standards to address conflict-of-interest issues.

- The Marine Stewardship Council (MSC) recently relinquished its role of accreditation of third-party certifiers to an international accreditation organization, following the long-standing model of the Forest Stewardship Council and to come into compliance with the new *UN Guidelines on Ecolabelling of Fish and Fishery Products from Marine Capture Fisheries*.¹⁰ With this separation, both the FSC and MSC are strictly standards-setting bodies, with no conflict-of-interest in regards to the certification of their standards.
- The USDA National Organic Program, EurepGAP, and the Social Accountability International's SA8000 have separated standard setting from certification and do accredit certifiers.

Independent certification and corporate-led procurement programs are increasingly moving toward social and environmental performance-based metrics to determine if products meet certification and/or purchasing requirements.

- Recent studies by ISEAL and UNEP both conclude that there is a dearth of performance-based data to validate that certification and eco-label programs are leading to quantifiable environmental, social and economic benefits. As a result, ISEAL is developing a framework to incorporate performance-based data into eco-label standards.¹¹ Corporate-led procurement programs are also moving towards performance-based metrics.
 - The most recent notable example of this is the initiative to reduce packaging recently announced by Wal-Mart. As of February 1, 2008 after a one-year trial period, Wal-Mart will begin using a "packaging scorecard" to measure and recognize its entire supply chain based upon each company's ability to use less packaging, utilize more effective materials in packaging, and source these materials more efficiently relative to other suppliers. The

¹⁰ "Leader in fishery certification and eco-labeling announces 100% consistency with UN guidelines."
http://www.msc.org/html/ni_241.htm

¹¹ Members of ISEAL include the Marine Stewardship Council, Forest Stewardship Council, International Federation of Organic Agriculture Movements Fairtrade Labelling Organizations, Social Accountability International, Rainforest Alliance, and others.

scorecard evaluates supplier performance using nine indicators derived from a host of data-driven metrics.

- The growth of carbon trading is also based on performance-based data. Morgan Stanley recently announced it will invest \$3 billion in carbon/emissions credits, projects and other initiatives related to greenhouse gas (GHG) emissions reduction over the next five years. Goldman Sachs recently invested \$23 million in the London Climate Exchange Plc. Assembly Bill 32 in California passed in October 2006 will impose firm caps on GHG emissions starting in 2012, and the Regional Greenhouse Gas Initiative (RGGI) will cap GHG emissions from power producers in Northeastern and Mid-Atlantic states and establish a trading system starting in 2009.

Sustainability and Corporate Social Responsibility reporting is prevalent within and outside of the agrifood sector.

- Globally, approximately 1,900 companies produce reports on sustainability issues¹², including more than half of the global Fortune 500.¹³ The Investor Network on Climate Risk (INCR), a coalition of 50-plus institutional investors managing over \$3 trillion recently asked S&P 500 companies to use the Global Reporting Initiative (GRI) to report on environmental, social, and governance. The GRI has established a format that is quickly becoming the standard for sustainability reports, and in turn dictating the framework of sustainability programs in general.

Socially Responsible Investing (SRI) continues to grow.

- SRI assets under professional management in the U.S. grew from \$639 billion to over \$2 trillion between 1995 and 2005, an increase of 249%. Nearly one in ten dollars was invested in these SRI portfolios in 2005. Over the same period, socially screened mutual fund assets grew 15-fold from \$12 billion to \$179 billion.¹⁴

The next generation of consumers increasingly cares about social and environmental issues.

- In a 2006 sample of 1,800 respondents between the ages of 13 and 25, 89% were likely to switch from one brand to another (price and quality being equal) if the second brand was associated with a good cause, and 69% considered a company's social/environmental commitment when deciding where to shop.¹⁵

¹² www.corporateregister.com

¹³ KPMG International Survey of Corporate Responsibility Reporting 2005.

¹⁴ Socially Responsible Investment strategies include screening, shareholder advocacy, and direct community investment. Statistics are from the Social Investment Forum's* *2005 Report on Socially Responsible Investing Trends* in the United States, Nelson's Directory of Investment Managers, <http://www.firstaffirmative.com/news/sriArticle.html>

¹⁵ Cone, Inc. 2006 Cone Millennial Cause Study http://www.coneinc.com/Pages/pr_45.html

V. SureHarvest Analysis

- Sustainability principles and practices are increasingly becoming a core part of business functions in and beyond the agrifood sector, particularly for companies with well-known consumer brands. A recent Harvard Business Review article titled “Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility (CSR)” by Porter and Kramer makes a compelling case on how companies can move from responsive actions to strategies that integrate CSR activities throughout a company’s value chain to improve competitiveness through unique value propositions.¹⁶
- There is no common framework to approach sustainability. There are a number of global reporting schemes, but these do not address the “how to execute” issue. The movement has matured to the point where sector-specific systematic design, execution, and evaluation approaches would be helpful for establishing baseline data, avoiding redundancy of efforts, and catalyzing the most efficient change towards a sustainable future. A global consensus on what metrics to capture will be important for cross-sector comparisons.
- Companies that integrate sustainability efforts with business process management and sound information systems will emerge as the leaders in executing sustainability initiatives and reporting results.
- Public sustainability reporting will continue to increase particularly for publicly traded companies. Reports will increasingly include metrics such as those proposed by the Global Reporting Initiative. Branded companies not engaged in some form of public reporting will increasingly be targeted by consumer groups and, more importantly, large institutional investors. Sustainability initiatives are rapidly becoming central to risk-management and brand protection.
- The demands from next generation consumers will continue to drive sustainability initiatives in the agrifood and broader consumer products sectors. As Don McQuarrie, executive director of dining services at Yale says, "Ten years ago, it was OK to get any tomato. Now, we want to be able to tell the students who grew it and where."¹⁷
- Larger economic and environmental trends such as severe weather events, record-high oil prices, and reports on the costs and risks of climate change¹⁸ will increase the attention paid to the principles and practices of sustainability by the media, non-governmental organizations, private philanthropic foundations, entrepreneurs, multi-national corporations, venture capital firms, institutional investors, politicians, and the general public.
- The sustainability trend is here to stay.

¹⁶ Porter, E. M., M. R. Kramer. 2006. Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility. Harvard Business Review, December 2006.

¹⁷ ARAMARK made these changes after about 80% of Yale students surveyed said they'd eat in the school dining halls more often if sustainable food was served. (Horovitz, Bruce. “More University Students Call for Organic, Sustainable Food” USA Today Sep 27, 2006).

¹⁸ The Stern Review on the Economics of Climate Change, by the former Chief Economist of the World Bank, estimates that “the overall costs and risks of climate change will be equivalent to losing at least 5% of global GDP each year, now and forever. If a wider range of risks and impacts is taken into account, the estimates of damage could rise to 20% of GDP or more.” The report was released on October 30, 2006.

http://www.hm-treasury.gov.uk/independent_reviews/stern_review_economics_climate_change/sternreview_index.cfm

Appendix I: Historical Perspective and Definitions of Sustainability¹⁹

Since the late 1980's there has been an exponential use of the terms "sustainability", "sustainable development" and "sustainable agriculture" in academia, government, nonprofits, and the private sector. The most commonly accepted definitions of sustainability include three key principles: environmental stewardship, social equity and economic prosperity.²⁰ The combination of these three principles has become known as the three "E's" for environment, equity and economics. As the overarching principle of sustainability has become more widely adopted in the private sector, the three "P's" has emerged as an increasingly popular way to refer to sustainability – People, Profit and the Planet.

Much of the history of the current widespread use of sustainability definitions that include environmental, social and economic components can be traced to the 1987 report *Our Common Future* from the World Commission on Environment and Development. This influential report presented the following definition: "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs." This definition was a guiding force in the formulation and adoption of Agenda 21 during the United Nations (UN) Conference on Environment and Development held in Rio de Janeiro, Brazil, 1992. As defined by the UN, "Agenda 21 is a comprehensive plan of action to be taken globally, nationally and locally by organizations of the United Nations System, Governments, and Major Groups in every area in which human impacts on the environment."

Agenda 21 specifically addresses social and economic issues related to the environment including poverty, human health, housing and consumption patterns; conservation and management of resource issues including impacts on land, water and air resources, agriculture, forestry, fisheries, transportation, material use and waste disposal, etc.; the roles of the public, private and nongovernmental sectors; and implementation issues including the roles of science, education, financial resources, decision-making and legal systems. Ten years later at the UN World Summit on Sustainable Development held in Johannesburg, South Africa in 2002, the commitment to fully implement Agenda 21 was reaffirmed.

Many private companies are engaged in corporate citizenship, corporate social responsibility (CSR), environmental stewardship, ethical sourcing, fair trade, diversity campaigns, philanthropy, and other similar initiatives. Under the broad definition of sustainability, these initiatives would be a subset of a comprehensive sustainability program because they would be addressing one or two of the three major sustainability principles—environmental, social, and economic. Regardless of the definition, turning principles into practices is far more challenging than deciding upon the "right" words.

¹⁹ Adapted from Dlott, J., K. Birdseye, and K. Ross. 2004. *Environmental and Social Responsibility Issues*. In: *Wine: A Global Business*. Eds. L. Thach and T. Matz. Miranda Press, Elmsford, New York.

²⁰ The following online resources provide a listing of definitions on sustainable development, sustainability and sustainable agriculture: http://www.unescap.org/drrpad/vc/orientation/awareness/sustainable_development/sd_definition.htm, http://www.ecy.wa.gov/sustainability/more_defns.htm, and http://www.nal.usda.gov/afsic/AFSIC_pubs/srb9902.htm.