

Dairy Sustainability Framework Membership Commitments

January 2017

The DSF wants to ensure that those who join are genuinely committed to helping us demonstrate dairy's positive contribution to the sustainability challenge and, importantly, quantify our continuous improvement.

It is important that the dairy sector is recognized for its diversity and the wide range of organizations operating across the different levels of the value chain and as such we cannot expect the same outcomes from every organization/grouping that want to join us in this ambitious initiative.

Reporting at a glance



ALL REPORTS TO THE DSF SHOULD BE SUBMITTED IN ENGLISH.

The DSF has three membership categories with slightly differing commitments to activity and reporting.

Implementing Members

These are organisations which can realistically endorse the 11 DSF Criteria and Strategic Intents and implement initiatives to address these eg, farming groups, dairy manufacturers.

The key commitments of Full Implementing Members are:

1. Endorsing the 11 key sustainability criteria and Strategic Intents – by seeking membership of the DSF, Implementing Members are already endorsing these.
2. Establish appropriate governance for the ‘delivery’ of the DSF within the organization – a management structure of appropriate stakeholders. An example of such a management structure would be:



In general, it is difficult to describe how many stakeholders should be involved. Stakeholders are individuals or groups who have an interest in any decision or activity undertaken by an organization. The organization should understand its relationships with stakeholders and society (recognizing that stakeholders are part of society and have particular interests). This means taking into account the decisions and activities that impact society, animals and the environment generally, as well as your specific identified stakeholders.

The first step is to draft an overview of stakeholders based on local and regional knowledge. Prioritizing can be done based on criteria like influence and impact on the business.

Engaging your stakeholders is about having two-way discussions on how best to work together. It is an integral and ongoing part of the activation process and is not a one-off exercise. We want these stakeholders to be part of an on-going process and effectively take on a level of ownership of the DSF process. You will be asked at the end of year one for the names and organisations that your stakeholders are representing, and their areas of specialism.

While stakeholder engagement may be new and challenging, it can be very rewarding for your business. In fact this is where the power of the DSF is expressed. It is not relying on some high level multi-stakeholder Group sitting in an office with the Governors deciding what is important for your business in sustainability.

It is you and your local stakeholders collaborating and agreeing on the issues, the mitigation programs, the measures of success, reporting and evaluation progress together.

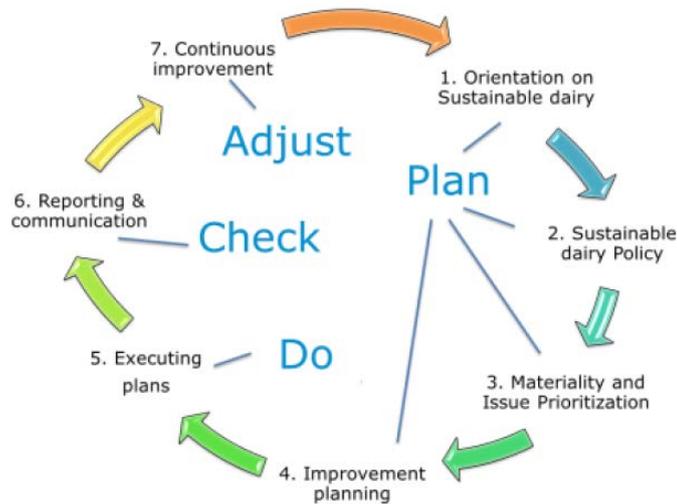
The DSF Governors recognise that for many, establishing a group of this nature is a very new concept and will take some longer than others. This is why we have allowed a 12 month period for this Group to be established. The DSF Secretariat will support you as much as possible in establishing these challenging though ultimately rewarding structures.

3. Undertaking a prioritization of sustainability issues at a more local level to be undertaken with the stakeholder group (the prioritization process will support your key areas of focus locally). At the end of your first year's membership, you will be required to report to the DSF Secretariat (via our online database) the outcome of your prioritisation process as agreed by the management Group. Remember we are not seeking that members deliver a program on all 11 Criteria, even-though all are important

The prioritisation approach ensures that a more strategic approach is taken to addressing the identified challenges and how many of these will seek to be addressed at any one time will depend predominantly on such criteria as; available resources and risk to the business, to name two. The DSF prefers an approach of focusing on fewer criteria though addressing the issue extremely well as opposed to trying to implement projects in several and not delivering the desired outcomes in any of them!

4. Implementing initiatives to address the priorities, to include timescales, KPIs (Key Performance Indicators) and targets. Measuring and recording KPIs is an essential part of the process of embedding sustainability. A valid KPI measurement system needs to be established to provide objective evidence that the activities undertaken are meeting the strategic intent statement of the DSF Global Criteria. We need to know if initiatives that are being developed and implemented are actually achieving their desired outcomes. The DSF is not going to judge you against your own targets and KPIs though what we would like evidence of is, if a project is either exceeding its targets easily or is not achieving its targets, what actions are being put in place to address this issue. Of course this will all have been done with input from the Management Structure, even if only to approve the rectifying actions. As the Management Group will have effectively understood the performance progress of initiatives via their review of the performance against targets, they will be keen to support the Implementing Member in the identification and implementation of rectifying strategies.
5. Delivery of the Plan, Do, Check and Adjust actions on existing programs to ensure they are continually evolving and addressing the key areas of need. This also needs to

involve the Management Group to ensure they have the opportunity to evaluate progress and support the member in maximising the output potential of any program in place. This process will support 5 above in ensuring that we are continuously improving.



6. Provision of annual reporting and updating of initiatives with the DSF.

Please describe the the main outcomes expected from the Initiative

DESCRIBE YOUR OUTCOME
Describe your outcome and tell a few words about it ongoing * completed *

OUTCOME EVOLUTION
Please, describe here the outcome evolution

DELETE

DESCRIBE YOUR OUTCOME
Describe your outcome and tell a few words about it ongoing * completed *

OUTCOME EVOLUTION
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DESCRIBE YOUR OUTCOME
Describe your outcome and tell a few words about it ongoing * completed *

OUTCOME EVOLUTION
Please, describe here the outcome evolution

DELETE

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The Dairy Sustainability Framework Implementation Guide explains the process in more detail.

Aggregating Members

The new aggregation approach allows countries, regions or even small groupings of dairy sector organizations who are collaborating on sustainability programs to register and report through **one** coordinating organisation on the basis that they are all working on the same initiative and towards the same goals and objectives.

The membership commitments are the same as for Implementing members – the Aggregating Member is responsible for the reporting process as detailed above and as required for the Implementing member. The only difference is that the Aggregating Member is reporting on the aggregate progress of all they are representing.

In addition there is a requirement for the Aggregating member to provide case studies at the different levels of the value chain (if operating at various levels). Aggregating members are also required to be active members of the DSF Development Group. Please refer to the Aggregating member briefing document for more detail.

Affiliate Members

These are likely to be those close to or part of the sector who are able to endorse the Sustainability Criteria and Strategic intents, though not in a position to directly implement sustainability initiatives address the Criteria for the dairy sector eg research organizations, banks, though can support the continuous improvement of the sector in other ways

Affiliate members have no regular reporting commitments to the DSF though they are supporting the Framework through their public support. However, should they wish to share any sustainability initiatives they are undertaking or are involved with, with the DSF, these will be added to the central database to be shared with members.