



Network for
Business Sustainability

Business. Thinking. Ahead.

Guide to Industry-Level Sustainability Programs 2012

About this Guide

Business can have significant effects – both positive and negative – on environmental and social systems. For this reason, business sustainability, sometimes referred to as the “triple bottom line” or “corporate social responsibility,” is fast becoming important to business and society. Industry associations and non-government organizations (NGOs) are responding with sustainability programs that aim to improve the social and environmental performance of participating companies. The Network for Business Sustainability (NBS) Industry Association Council identified the need for a central source of information on these industry-level sustainability programs.

NBS identified 13 sustainability programs, across four sectors, led by Canadian industry associations in June 2012. These programs are profiled in this guide. As an example of similar programs led by NGOs, the guide also profiles the Responsible Jewellery Council’s certification program. Future iterations of the guide may include a broader set of programs such as those operated by international industry associations or other NGOs.

This guide has three objectives:

- Raise awareness of industry-level sustainability programs across a range of sectors.
- Share the experiences and advice of program managers.
- Highlight the program practices that research suggests are most effective.

For each program, you will find the following information:

- Description of the managing organization.
- Objectives and scope.
- Funding model.
- Program practices.
- Related programs or policies.
- Successes, challenges and lessons learned by program managers.

Who can use this guide:

- *Managers of current industry-level sustainability programs or organizations building new programs* can identify best practices, understand how programs across industries are run, and learn from the experience of other programs.
- *Sustainability managers in companies* can use this guide to identify sustainability programs relevant to their sector and practices being used to elevate sustainability performance within companies.

Contact us

The content of this guide will be updated over time. Please contact NBS at info@nbs.net if you have comments or would like to nominate a program to be featured in a future edition of the guide.

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Introduction to Program Practices

Various sustainability programs employ similar practices to improve the sustainability performance of companies. NBS has identified 10 commonly used practices. In combination, these practices provide companies with performance targets, as well as incentive and support for achieving targets. All 10 are described in the list below.

Of these practices, research suggests at least five are effective at improving the social and environmental performance of companies. Supported practices include *standards of practice*, *sanctions or rewards*, *third-party auditing*, *public reporting* and *certification*. Of the remaining five practices, most have not been formally researched. The exception is auditing conducted by the managing program. Research suggests this type of auditing is less effective at motivating sustainability improvements than auditing conducted by a third-party organization. Findings are based on six review articles and books that collectively analyze more than 150 references. For further reading, see page 35 for a list of references.

Ten Practices Used in Industry-Level Sustainability Programs

Practices supported by research are marked with an asterisk (*).

-  Standards of practice*
-  Sanctions or rewards*
-  Third-party auditing*
-  Public reporting*
-  Certification*
-  Member ownership
-  Tools and training
-  Stakeholder engagement
-  Auditing by program
-  Mandatory participation

For more detail on each practice, see page 5.

Practices for Industry-Level Sustainability Programs

Practices supported by research



Standards of practice: Standards of practice state the behavioural requirements for participants. An example is, “Each company is required to engage stakeholders.” Research suggests that standards of practice are most effective when their implementation is measurable. For example, “Each company is required to hold an annual public stakeholder meeting.” Standards should be set in such a way that they are moderately difficult to achieve. Lax standards will not motivate sustainability improvement, but overly difficult standards may be discouraging or unattainable.



Sanctions or rewards: Sanctions are effective at enforcing the requirements of sustainability programs. Good sanctions are low in cost for the administering program and high in cost for non-conforming members. Examples include expulsion from the program, bad publicity or the threat of government regulation. Effective sanctions might be sector specific. For example, publicity for non-conformance may be most effective for sectors dependent on reputation or branding.

Rewards should be designed to benefit only program participants. For example, if a sustainability program prevents government regulation for an entire industry, it has benefitted both members and non-members, at the expense of members. Common member-specific rewards include technology transfer, awards and program-related marketing tools.



Third-party auditing: Independent auditing motivates members to comply with standards of practice. Auditing is less effective when performed by the program itself. Examples of ways to conduct third-party audits include employing an external auditing organization or engaging experts and community members to participate in audits.



Public reporting: Publicly reporting member performance can be a good motivator for member companies. It allows for public differentiation between good performers and poor performers. Public reporting can be as easy as publishing member audit results on the program website. It can also involve the collection and compilation of more complex data, such as water use, health and safety incidents or use of management systems.



Certification: Certification publicly recognizes companies for meeting established standards. Successful completion of a certification may be accompanied by the use of a logo for marketing, allowing consumers to differentiate between “good” and “bad” products. ISO 14000 is a well-recognized example of certification.

Practices not yet studied or not supported by research



Member ownership: Engaging members to help shape your program may increase their commitment and help to unite diverse members. An activity that may encourage member ownership is mandatory annual meetings at which top managers review the program and share best practices.



Tools and training: Many programs offer tools or training to help their members meet program requirements. Research hasn't studied the efficacy of specific tools or training regimes, but these may still be helpful to participating companies. Common examples include links to helpful online resources, technical training and support for processes such as developing a mission statement, action plan or management systems.



Stakeholder engagement: Industry stakeholders, including customers, community members, policy makers and industry experts, can provide valuable input on the issues a program should address. Industry associations and their members can use stakeholder input to develop, improve or monitor the progress of a sustainability program. Examples of how to engage stakeholders include identifying your key stakeholders, sending newsletters, holding meetings to share progress and hear input, and collaborating with stakeholders on mutually beneficial projects.



Mandatory participation: An industry association may choose to make program participation a condition of membership for all companies. This may increase reach, but could also increase the "free-rider" effect, where companies that under-perform still benefit from program outcomes. Mandatory participation can be paired with practices such as third-party auditing, sanctions for poor performers or mechanisms for member ownership, to reduce free-riding.



Auditing by program: Programs may choose to audit member performance internally. Research suggests this is less effective than third-party audits, as the program often has an intrinsic interest in ensuring members are performing well and may be less likely to identify and sanction poor performers.

Managed by: Canadian Horticultural Council (CHC)

Sector: Agriculture and extraction (horticulture)

In the late 1990s major fruit and vegetable buyers began setting food safety standards for their respective suppliers. In response, Canadian fruit and vegetable producers identified the need for a common industry standard for on-farm food safety. The Canadian Horticultural Council developed standards for eight groups of crops. All standards were reviewed for technical soundness by the Canadian government before CanadaGAP (Good Agricultural Practices) was launched in 2008.

Through CanadaGAP, farmers are certified against a national food safety standard, to ensure safe production, storage and packaging of fruits and vegetables. Certification is also relevant to independent storage and packaging companies.

CanadaGAP at a Glance

The Association	<i>Members:</i> More than 20,000 Canadian producers of horticulture crops are members of CHC. <i>Market share:</i> Membership includes nearly all fruit and vegetable producers in Canada.
Objectives	To ensure the industry has access to technically sound, science-based and internationally recognized food safety standards and a rigorous, cost effective certification system.
Scope	Canadian program, administered by a national industry association.
Who Participates	Participation is voluntary for production, packing and storage companies in the fruit and vegetable industry.
Funding Model	The program is funded by participant fees. Members pay \$700 to \$1,000+ per year, which includes audit fees paid directly to certification bodies. Total cost depends on whether members apply as individuals or groups and on audit frequency.
Program Practices	<div style="display: flex; flex-direction: column; gap: 10px;"> <div>  <p>CanadaGAP standards are presented in two manuals; one for greenhouse operations and one for field production. Collectively, the two manuals cover safe production, storage and packaging processes for the eight groups of crops grown in Canada. Standards were developed using an internationally recognized system for hazard analysis (HACCP) and were verified for technical soundness by the Canadian government.</p> </div> <div>  <p>Farms are audited at least every four years, but may be subject to random audits in the interim. Audits cover a farm's food safety manuals, records, operations, and staff knowledge. All CanadaGAP <u>certification bodies</u> are accredited to the ISO standard for food safety systems (ISO/IEC Guide 65:1996) by an accreditation body belonging to the <u>International Accreditation Forum</u>.</p> </div> <div>  <p>Upon successful completion of the audit, members are awarded certification.</p> </div> <div>  <p>Certification is revoked if a member does not remain in conformance with the standards or does not pay the required fees.</p> </div> </div>

Legend Practices supported by research are marked by an asterisk (*).						
 Standards of Practice*	 Third-party Auditing*	 Auditing by Program	 Certification*	 Public Reporting*		
 Sanctions or Rewards*	 Tools and Training	 Member Ownership	 Stakeholder Engagement	 Mandatory Participation		

Program Practices Cont.	 <p>The CHC offers free <u>resources</u> to members, including FAQs, guidance documents and printable posters on topics such as hand washing and chemical storage.</p>  <p>A Technical Working Group, consisting of commodity-specific experts from industry, continually reviews and refines the standards. A formal complaint process also allows program users to submit <u>complaints</u> confidentially to either the CHC or to the accreditation body responsible for overseeing a given certification body.</p>  <p>Stakeholders outside of industry, including consumers and consultants, are members of the Technical Working Group. The CHC also held its first annual <u>stakeholder meeting</u> in 2011 and plans to repeat the event in future years.</p>
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Interview with Heather Gale, National Program Manager for CanadaGAP

What have been the major successes of CanadaGAP?

1. **Membership growth:** The program launched in 2008. In four years membership has grown to over 2,000 farms across Canada.
2. **International recognition:** In 2010, following the completion of a formal benchmarking process, CanadaGAP was recognized by the Global Food Safety Initiative. That means participants can now use their CanadaGAP certification to meet food safety requirements of international customers, including the United States, Europe and Asia. This helps sustain farms by increasing their market access.

What challenges does the program currently face?

Funding is the biggest challenge. The program is funded by participant fees, but Canadian farmers already face issues with economic sustainability. It's a double-edged sword. Farmers need access to markets that demand certification, but the costs of becoming certified are a financial burden. These costs cannot be passed onto consumers, as the North American food market is very price competitive. CanadaGAP must therefore keep its administration and service very streamlined, to keep the costs low.

What lessons have you learned on the CanadaGAP journey?

1. **Do more with less:** Because funding limitations are a reality for CanadaGAP, managers have learned how to do more, with less money. For example, they work as effectively as possible with volunteer boards and committees. They also rely on passionate farmers within the horticulture industry to encourage program participation.
2. **Communication with non-Canadian workers:** Many Canadian farmers do not speak English or French as a first language. Gale has learned a lot about communicating with, and delivering a program for, users that may not be as literate as the general population. One strategy is to reduce the amount of required paperwork.

Which other standards, programs or policies does CanadaGAP interact with? How have you managed those interactions?

CanadaGAP co-exists with many food safety programs in the horticulture supply chain, including programs for wholesalers, distributors, retailers, and transporters. It has been critical to position the program as part of a continuum. Without safety programs at other stages of the supply chain, the efforts of farmers to produce safe food is undermined. To accomplish this, the Canadian Horticultural Council has met regularly with associations representing adjacent industries, to share information and best practices.

CanadaGAP also intersects with international programs. All of its Certification Bodies are accredited to standards within the ISO system for food safety certification. The CanadaGAP program itself is recognized by the Global Food Safety Initiative. The entire CanadaGAP program, therefore, resides within the context of international standards.

For more information, visit www.CanadaGAP.ca or contact Heather Gale (HGale@hortcouncil.ca).

Towards Sustainable Mining

Managed by: Mining Association of Canada (MAC)

Sector: Agriculture and extraction (mining and minerals)



In the late 1990s, the Mining Association of Canada (MAC) recognized the need for an industry sustainability program. From 1998 to 2002, MAC consulted with stakeholders, wrote guiding principles and developed indicators. After two years of program testing, Towards Sustainable Mining (TSM) was launched in 2004.

Towards Sustainable Mining is now a mandatory reporting initiative for all MAC members. Members report on their implementation of management systems in six areas of social and environmental performance.

Towards Sustainable Mining at a Glance

The Association	<p><i>Members:</i> MAC has more than 30 members that directly participate in mining or mineral processing. Nearly 50 associate members perform other industry-related functions.</p> <p><i>Market share:</i> Members include 30 of the largest mining companies in Canada, accounting for more than half of all Canadian mining production.</p>
Objectives	To help the Canadian mining industry operate in an environmentally and socially responsible manner and according to the priorities and values of Canadians.
Scope	Canadian program, administered by a national industry association.
Who Participates	Participation is mandatory at the Canadian operations of all MAC member companies. Many members have also implemented the program in their overseas operations.
Funding Model	Program administration is funded by MAC membership fees.
Program Practices	<p> Towards Sustainable Mining publishes annual progress reports. Members report on their implementation of management systems in the areas of tailings, energy use and greenhouse gas emissions, Aboriginal and community outreach, crisis preparedness, biodiversity conservation, and health and safety. For each indicator, companies are given a rating of C to AAA, where C denotes no management systems in place and AAA denotes excellence and leadership. The exception is crisis preparedness, which is rated on a yes/no basis.</p> <p> Member reports are externally verified every three years.</p> <p> Each company achieving an A rating or higher in one or more areas, is recognized at an annual awards ceremony. To be eligible for an award, a company's report must be externally verified.</p> <p> The MAC board of directors, composed of senior executives from member companies, guides the program. Initiative Leaders, within member companies, implement the program and provide feedback on implementation and technical issues.</p>

Legend Practices supported by research are marked by an asterisk (*).						
 Standards of Practice*	 Third-party Auditing*	 Auditing by Program	 Certification*	 Public Reporting*		
 Sanctions or Rewards*	 Tools and Training	 Member Ownership	 Stakeholder Engagement	 Mandatory Participation		

<p>Program Practices Cont.</p>	<p> A Community of Interest Advisory Panel consists of representatives from Aboriginal and labour organizations, local communities, NGOs, the financial community and mining industry representatives. The panel reviews verification results, provides guidance on the program, and increases dialogue between industry and key stakeholders.</p> <p> Towards Sustainable Mining participation is mandatory at the Canadian operations of all MAC member companies.</p>
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Interview with Ben Chalmers, Vice President of Sustainable Development at the Mining Association of Canada

What have been the major successes of Towards Sustainable Mining?

1. **Performance improvement:** Since the first report was issued in 2006, members have improved their performance in all six areas of operation. Reporting has allowed mining companies to identify areas of vulnerability and develop solutions to address management system gaps. This has led to improved performance.
2. **Increased association credibility:** Increasing transparency on member sustainability has increased MAC's credibility, making them a more effective industry advocate. Much of the credibility gain is attributable to the Community of Interest Advisory Panel, which opens Towards Sustainable Mining to input from stakeholders.

What challenges does the program currently face?

Now that MAC can demonstrate broadly improved sector performance on all TSM indicators, the program is trying to communicate its success. MAC has had difficulties developing communications materials for target audiences – regulators, policy makers and influencers of public opinion. The TSM indicators are leading indicators, focusing on management systems, rather than lagging indicators, such as water use and greenhouse gas emissions. Leading indicators are more difficult to understand but are more effective in improving operational performance. This has made communications and reputational gains challenging.

What lessons have you learned on the Towards Sustainable Mining journey?

1. **Members must own the program:** Program managers should avoid the perception that they are telling members how to behave. Once companies understand that the program is by and for mining companies, they buy in. It is also important for companies to understand that this program is primarily about improving operational performance and that reputational gains will stem from improved performance.
2. **Programs must be dynamic:** Towards Sustainable Mining is continually tweaked to improve implementation and keep up with changes in the political and public arenas. For example, the former External Outreach Protocol was renamed the Aboriginal and Community Engagement Protocol to reflect the expectation of Aboriginal groups that they are not the same as other stakeholders. Additionally, TSM has benefited from not being overly formulaic. For example, most indicators are rated on a five-point scale, but indicators for crisis preparedness are rated on a yes/no basis. This reflects the realization that companies are either prepared for a crisis or they're not; there is no in-between.

Which other standards, programs or policies does Towards Sustainable Mining interact with? How have you managed those interactions?

Members participate in up to 19 international sustainability programs, including ISO standards, the ICMM Sustainable Development Framework, the Global Reporting Initiative, the UN Global Compact and many more. Each comes with its own implementation burden. Where possible, Towards Sustainable Mining attempts to be compatible with other standards. This includes the use of ISO and ICMM language in TSM energy efficiency indicators.

For more information visit www.mining.ca or contact Ben Chalmers (BChalmers@mining.ca).

Vision2020

Managed by: Forest Products Association of Canada (FPAC)

Sector: Agriculture and extraction (forestry)

Vision2020 was launched in May 2012. The program defines where the Canadian forestry industry sees itself in the year 2020. It sets ambitious industry goals, which are the result of more than a year of negotiations between the CEOs of FPAC member companies.

Vision2020 sets lofty goals for the forestry industry in the areas of people, performance and products. The industry commits to hiring at least 60,000 new recruits, including women, Aboriginals and immigrants, reducing its environmental footprint by 35 per cent, and generating an additional \$20 billion in economic activity each year from new products and markets.

Vision2020 at a Glance

The Association	<p><i>Members:</i> Members include wood, pulp, and paper producers.</p> <p><i>Market share:</i> Members account for approximately half of all Canadian pulp, paper and wood production.</p>
Objectives	<ul style="list-style-type: none"> To hire 60,000 new recruits, including women, Aboriginals and migrants. To reduce the industry’s environmental footprint by 35 per cent. To generate an additional \$20 billion in economic activity from new products and markets.
Scope	Canadian program, administered by a national industry association.
Who Participates	All members of the Forest Products Association of Canada have committed to the goals of Vision2020.
Funding Model	FPAC membership fees fund Vision2020 administration.
Program Practices	<p> To help members achieve their goals, FPAC staff will check-in annually on company progress. FPAC also offers Vision2020 boot camps, to ensure all participants understand the program and its objectives.</p> <p> The goals set by Vision2020 were created and committed to by FPAC members. Over the course of 2012, FPAC staff will be travelling across Canada to collect suggestions from members on concrete strategies for reaching these three goals.</p> <p>Vision2020 goals:</p> <p>People: The forestry industry recently experienced a period when jobs were shed. That period has passed and companies are now growing, hiring and facing skills shortages. The industry aims to renew the workforce by hiring 60,000 new staff, with a focus on recruiting Aboriginals, immigrants and women.</p> <p>Performance: The Canadian forestry industry has already made substantial improvements to environmental performance over the last two decades. It plans to reduce its environmental footprint by an additional 35 per cent, focusing on 12 key areas including greenhouse gas emissions, energy and water use, recycling, forest management practices, caribou action plans, air contaminants and waste. Members can achieve the 35 per cent reduction using any combination of these areas.</p>

Legend Practices supported by research are marked by an asterisk (*).									
	Standards of Practice*		Third-party Auditing*		Auditing by Program		Certification*		Public Reporting*
	Sanctions or Rewards*		Tools and Training		Member Ownership		Stakeholder Engagement		Mandatory Participation

Program Practices Cont.	Products: FPAC conducted a Bio-Pathways study to understand the potential for extracting more value from every tree. They identified a \$200 billion market for bio-energy, bio-chemicals and bio-materials by 2015. This has spurred a flurry of innovation in the forestry industry. Vision2020 aims to generate an additional \$20 billion in new economic activity from innovation and growing markets. That represents 35 per cent growth for the \$57 billion industry. FPAC has already set up an industry-government research partnership and industry-industry collaborations to facilitate innovation.
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Interview with Catherine Cobden, Executive Vice President of the Forest Products Association of Canada

What have been the major successes of Vision2020?

1. *Progression along the sustainability continuum:* Twenty years ago, the Canadian forestry industry first faced the perception that it was not sustainable. Since that time, FPAC and its members have continually improved their sustainability agenda, progressing from fighting, to dialogue, to consultation and now to collaboration with ENGOs.
2. *CEO consensus on stretch goals:* The Vision2020 goals are stretch goals. The high degree of challenge associated with achieving these goals has been important. It has allowed FPAC to reinforce the industry's future potential and degree of commitment to sustainability. Despite the goals being ambitious, consensus was achieved among the CEOs of all 20 FPAC member companies.

What challenges does the program currently face?

Communicating the Vision2020 goals may be a greater challenge than implementing them. The forestry industry is emerging from 10 years of economic struggle. It is difficult to convince a community that recently experienced a six-month mill closure, that the industry is full of potential. The industry is still experiencing adjustments but the worst is over. FPAC must now show the world that forestry is not a sunset industry.

What lessons have you learned on the Vision2020 journey?

Innovation is happening everywhere. FPAC members have been in the driver's seat of much of it, but other industries are innovating too. The future of forestry dovetails with innovation in other industries, such as energy and chemicals. For example, wood products have become feedstock for bio-materials produced by the chemical industry. The [Bio-Pathways Partnership Network](#) helps members identify and collaborate with companies innovating in other sectors.

Which other standards, programs or policies does Vision2020 interact with? How have you managed those interactions?

Once Vision2020 set aggressive industry goals, it quickly became apparent that government policy was important to achieving those goals. Currently, Canadian policy is siloed; each province has its own regulations. Immediately following the launch of Vision2020, FPAC met with senior officials in the federal and provincial governments. Officials seemed to understand the potential of the forestry industry and were supportive of harmonizing provincial policies.

For more information visit www.fpac.ca or contact Catherine Cobden (CCobden@fpac.ca).

Responsible Canadian Energy

Managed by: Canadian Association of Petroleum Producers (CAPP)



Sector: Energy resources (petroleum production)

Responsible Canadian Energy is a sustainability-reporting program that began in 2009. The program built on the Canadian Association of Petroleum Producers' previous reporting program, the "Stewardship Initiative," by improving the quality of data management and reporting. Responsible Canadian Energy published its first report in 2010.

Responsible Canadian Energy aims to increase communication on the sustainability performance of Canadian petroleum companies. Reporting increases public recognition for good performance and identifies areas in need of improvement.

Responsible Canadian Energy at a Glance

The Association	<p><i>Members:</i> CAPP has than 100 producer members, ranging in size from two to more than 100 employees. More than 150 associate members represent petroleum industry banks, suppliers and drillers.</p> <p><i>Market share:</i> Members produce about 90 per cent of Canada's natural gas and crude oil.</p>
Objectives	<ul style="list-style-type: none"> To collect data on industry performance in the areas of land, air, water and people, to demonstrate the industry's continued improvement in these areas. To support CAPP members in the collection of data, according to Responsible Canadian Energy metrics. To facilitate the sharing of sustainability best practices between companies.
Scope	Canadian program, administered by a national industry association.
Who Participates	Participation is optional for any member of the Canadian Association of Petroleum Producers.
Funding Model	The program's funding model is currently under review.
Program Practices	<p> Responsible Canadian Energy publishes data collected from member companies in its annual <u>report</u> on industry performance. Metrics cover the areas of land, water, air and people. Data is reported separately for Western Canada, the Oil Sands and Atlantic Canada.</p> <p> <u>Awards</u> are presented annually to CAPP members who are industry leaders in sustainability innovation and technology. This provides public recognition for good performers and encourages the sharing of best practices.</p> <p> Responsible Canadian Energy provides tools to assist members with data reporting, including hosting workshops and offering technical consultation.</p> <p> An independent <u>advisory group</u> is engaged to provide feedback on the quality of reporting and suggest improvements.</p>

Legend Practices supported by research are marked by an asterisk (*).						
 Standards of Practice*	 Third-party Auditing*	 Auditing by Program	 Certification*	 Public Reporting*		
 Sanctions or Rewards*	 Tools and Training	 Member Ownership	 Stakeholder Engagement	 Mandatory Participation		

Interview with Brenda Jones, Manager of Member Communication and Special Events at the Canadian Association of Petroleum Producers

What have been the major successes of Responsible Canadian Energy?

The leadership CAPP members have shown in using Responsible Canadian Energy as a tool for increased transparency is a major success. Members use reporting to identify not only areas of success, but also areas in need of improvement. Data reported by CAPP members indicates that industry sustainability is improving. Over the next year, CAPP will be developing specific indicators to determine the link between sustainability improvements and the RCE program. CAPP is also in the process of developing indicators to better document social successes.

What challenges does the program currently face?

1. **Encouraging participation:** CAPP members differ in size and access to resources, so their ability to collect and report data differs. To encourage participation, RCE runs educational workshops on reporting metrics and offers program support tools.
2. **Data collection and management:** Selecting the appropriate metrics to collect reasonable, responsible and correct data can be challenging for any reporting program. Responsible Canadian Energy has the added challenge of collaborating with provincial and federal governments, as well as with member companies. This means that all parties have to speak the same language, use the same metrics and follow the same timelines. This synchronization can be difficult. RCE is currently commissioning an audit to compare its data collection process with that of other industry associations, to identify areas for improvement.

What lessons have you learned on the Responsible Canadian Energy journey?

Leverage external communication to improve your processes. An independent Advisory Group reviews RCE reports and provides feedback on areas for improvement. This has led to improvements in data collection and reporting, including reporting performance separately for various regions of Canada. Incorporating third-party feedback has also helped the program build public trust.

Which other standards, programs or policies does Responsible Canadian Energy interact with? How have you managed those interactions?

During the development of Responsible Canadian Energy, managers benchmarked the program against ISO standards and the Global Reporting Initiative. As the program matures, CAPP will continue its validation through independent review and comparison with other standards.

For more information, visit www.capp.ca or contact Brenda Jones (Brenda.Jones@capp.ca).

Sustainable Electricity

Managed by: Canadian Electricity Association (CEA)

Sector: Energy resources (utilities)



Sustainable Electricity
It's in our power™

Électricité durable
Nous avons le pouvoir™

In 1997, the electricity sector established an environmental stewardship initiative and committed to implementing Environmental Management Systems. In 2009, the sector established Sustainable Electricity, a fully-fledged sustainability program that recognizes the intrinsic link between the environment, society and the economy.

Sustainable Electricity is implemented by the corporate utility members of the Canadian Electricity Association. Members are committed to minimizing environmental impacts, building quality relationships with Aboriginal and local communities, and providing value to the communities in which they operate.

Sustainable Electricity at a Glance

The Association	<i>Members:</i> Membership includes Canadian electricity generators, transmitters and distributors, as well as power marketers, manufacturers and suppliers. <i>Market share:</i> Market share data is not available.
Objectives	To build a shared vision of the electricity industry's future, where business decisions are holistic and balance environmental, social and economic considerations.
Scope	Canadian program, administered by a national industry association.
Who Participates	Participation is mandatory for corporate utility members of CEA, which includes electricity generators, transmitters and distributors.
Funding Model	All funding comes from CEA membership fees.
Program Practices	<ul style="list-style-type: none">  <u>Standards of practice</u> and supporting indicators exist for environmental, social and economic issues, including air emissions, climate change, health and safety, Aboriginal relations, energy efficiency, investment in infrastructure and more.  Members <u>report</u> their sustainability performance annually to CEA, using Sustainable Electricity's environmental, social and economic indicators and associated guidance. The CEA aggregates the data in its annual sustainability report.  Participant performance is verified every four years by independent, qualified verifiers. <u>Verification</u> confirms the accuracy of reported data, implementation of environmental management systems, and other sustainability practices. To ensure consistency, CEA uses templates for verification and for summarizing findings.  Member sustainability initiatives are showcased in the CEA annual sustainability report. Annual <u>awards</u> also recognize companies that excel in environmental commitment, social responsibility, economic performance and overall sustainability.

Legend Practices supported by research are marked by an asterisk (*).						
 Standards of Practice*	 Third-party Auditing*	 Auditing by Program	 Certification*	 Public Reporting*		
 Sanctions or Rewards*	 Tools and Training	 Member Ownership	 Stakeholder Engagement	 Mandatory Participation		

Program Practices Cont.	 <p>CEA members were involved in program development. The Sustainable Electricity Steering Committee, composed of member company representatives, manages the development and implementation of standards.</p>  <p>A Public Advisory Panel provides feedback at all levels of Sustainable Electricity. The panel consists of former government officials, industry leaders, academics, First Nations representatives, and environmental and labour groups.</p>  <p>Participation in Sustainable Electricity is a condition of CEA membership.</p>
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Interview with Channa Perera, Director of Sustainable Development for the Canadian Electricity Association

What have been the major successes of Sustainable Electricity?

1. **Evolution and innovation:** Sustainable Electricity has a long history of evolution and innovation. The program's predecessor, Environmental Commitment and Responsibility (ECR), was mainly focused on environmental performance. In 2009, Sustainable Electricity was created to manage environmental, social, and economic performance. The CEA has also created a Sustainable Development Index (SDI), which provides an easy-to-interpret assessment of whether CEA member companies are collectively trending "better or worse" in their sustainable development performance over time.
2. **ISO 14001 Environmental Management System:** All CEA members are required to adhere to ISO 14001. Over 90 per cent of members now have an ISO 14001-consistent management system in place.

What challenges does the program currently face?

1. **Looking to the future:** Performance is currently evaluated against historical data, but Sustainable Electricity would eventually like to set goals for the future. This is not an easy process given the diversity of companies and performance areas involved. Any such goals must be realistic and achievable.
2. **Data collection and reporting:** Data collection, reporting and aggregation are a challenge for both members and CEA. All parties have to ensure data quality and consistency in reporting. CEA checks for potential errors in reporting through the independent verification process.

What lessons have you learned on the Sustainable Electricity journey?

1. **Building a program takes time:** Members are diverse in size, resource availability and sustainability knowledge. A clear and transparent process must be established to reach consensus on the architecture of the program. Taking the time for consensus-building will ensure smooth implementation of the program in the long run.
2. **Senior management support is critical:** Sustainable Electricity is directed by the CEA Board of Directors, composed of member company CEOs and senior executive vice-presidents. Senior management support is crucial for ensuring smooth implementation of the program and for motivating staff at member companies.

Which other standards, programs or policies does Sustainable Electricity interact with? How have you managed those interactions?

CEA requires all members to adopt the ISO 14001 Environmental Management System. CEA also endorses adherence to the ISO 26000 standard on Social Responsibility.

For more information visit www.sustainableelectricity.ca or contact Channa Perera (Perera@electricity.ca).

Coatings Care®

Managed by: Canadian Paint and Coatings Association (CPCA)

Sector: Manufacturing and construction (paint and coatings)



Twenty years ago, the Canadian Paint and Coatings Association was one of 10 industry associations from around the world that came together to form Coatings Care®. Although national associations now administer the program independently in 11 different countries, managers remain in frequent contact to ensure consistent implementation across countries.

Coatings Care® reflects the desire of the paint and coatings industry to enhance the integrity of its products, while adopting sound health, safety and environmental practices. The program features four Codes of Management Practices against which participants complete a self-assessment and an optional independent audit.

Coatings Care® at a Glance

The Association	<p><i>Members:</i> Members include companies that manufacture and apply architectural, automotive, and industrial paints and coatings, as well as industry suppliers and service providers.</p> <p><i>Market share:</i> CPCA members manufacture and distribute more than 75 per cent of the paint sold in Canada.</p>
Objectives	To improve product quality while ensuring sound health, safety and environmental practices.
Scope	Canadian branch of an international program, administered by a Canadian industry association.
Who Participates	Participation is optional for all CPCA members. Currently, 15 CPCA members participate, accounting for over 60 per cent of the Canadian paint and coatings industry's commercial activity.
Funding Model	Funding for program administration comes from CPCA member dues. Coatings Care® participants also pay the firm-level costs of implementation, including the cost of independent auditing.
Program Practices	<p> Coatings Care® has four <u>Codes of Management Practices</u>, defining required management practices in the areas of (1) transportation and distribution, (2) product stewardship, (3) manufacturing management and (4) community responsibility.</p> <p> Coatings Care® has two phases of implementation, one of which requires a third-party audit. Phase I requires member companies to complete a self-assessment against one or more of the four Codes of Management Practices. Progression to Phase II (optional) requires a third-party audit against all four codes.</p> <p> Within Phase I, gradual completion of self-assessments against the four codes leads to four successive <u>levels of implementation</u> (bronze to platinum). Bronze is awarded after participants complete a self-assessment against one code. Platinum is awarded following self-assessments against all four codes. Once the platinum level is achieved, a company is considered Coatings Care® adherent. An additional “diamond” designation is reserved for companies that have been independently audited against all four codes. Companies are publicly recognized as they progress through each level. All companies with a bronze rating or better are also granted permission to use the Coatings Care® logo for marketing.</p>

Legend Practices supported by research are marked by an asterisk (*).									
	Standards of Practice*		Third-party Auditing*		Auditing by Program		Certification*		Public Reporting*
	Sanctions or Rewards*		Tools and Training		Member Ownership		Stakeholder Engagement		Mandatory Participation

Interview with Gary LeRoux, President of the Canadian Paint and Coatings Association

What have been the major successes of Coatings Care®?

Adoption of the program has been widespread, partly because of consolidation in the industry. When a company is absorbed by a Coatings Care® member, the program is then applied across the operations of both companies. Many of the major paint companies in Canada, including AkzoNobel, Benjamin Moore, Du Pont, Para Paints, PPG, Canada Colours, Bayer and Home Hardware, currently participate in Coatings Care®. Through speaking with staff at member companies, LeRoux has seen deep commitment to the Coatings Care® principles, which is evidence that program uptake has been genuine in Canada.

What challenges does the program currently face?

CPCA members are subject to many sustainability programs, standards and regulations. Ensuring that Coatings Care® provides unique value to members, while not conflicting with the requirements of other programs, is challenging. CPCA is currently working with the International Paint and Printing Ink Council to expand the Coatings Care® Codes of Management Practices and fill any gaps present in current paint and coatings standards.

What lessons have you learned on the Coatings Care® journey?

- 1. Coatings Care® requirements should be consistent between countries, as members are often multi-national:** For this reason, the Coatings Care® Canada manager meets annually with Coatings Care® managers from 10 other countries. They discuss implementation and best practices and ensure multi-nationals address similar Coatings Care® requirements in each country.
- 2. Favourable Canadian regulation is an asset for members:** In January 2012, Canada's Red Tape Reduction Commission published a report identifying regulatory irritants to business and proposed a number of solutions. The report advocates for voluntary, industry-led programs as an alternative to increased regulatory burden. The result has been a renewed enthusiasm for Coatings Care® in Canada's paint and coatings industry.

Which other standards, programs or policies does Coatings Care® interact with? How have you managed those interactions?

Many aspects of Coatings Care® overlap with ISO 9001, ISO 14000, ISO 18000 and Responsible Care® (an industry program run by the Chemistry Industry Association of Canada and the Canadian Association of Chemical Distributors). To manage the overlap, the program requires adoption of many ISO standards, in addition to standards unique to the paint and coatings industry. Coatings Care® also grants equivalency to any company participating in Responsible Care®.

For more information, visit www.cPCA.squarespace.com or contact Gary LeRoux (GLEroux@cdnpaint.org).

ECORESPONSIBLE

Managed by: Federation of Plastics and Alliances Composites/Fédération des Plastiques et Alliances Composites (FEPAC)

Sector: Manufacturing and construction (plastics, composites and hybrid materials)



Through its work with the international plastics industry, the Federation of Plastics and Alliances Composites recognized the ability for manufacturers to create wealth by improving sustainability. This motivated the development of ECORESPONSIBLE, the first sustainability certification program for North America's plastics, composites and hybrid materials industry. The certification program was launched as a pilot in the spring of 2012.

ECORESPONSIBLE aims to differentiate and support sustainability leaders in the plastics industry. The program helps companies develop a unique corporate mission statement and action plan to improve their sustainability. Every two years, members will be audited to assess both the implementation of their action plan and their performance against Ecoresponsible standards.

ECORESPONSIBLE at a Glance

The Association	<p><i>Members:</i> Members are plastics, composites and hybrid materials manufacturers, primarily in Quebec. Membership is also spreading to elsewhere in Canada and the United States.</p> <p><i>Market share:</i> FEPAC members account for approximately 25 per cent of all plastic, composite and hybrid material producers in Quebec.</p>
Objectives	To move the plastics industry towards responsible production, including life cycle analysis, cradle-to-cradle value chain, carbon footprinting and environmental accounting.
Scope	Canadian program, administered by a national industry association. The program is also spreading to the U.S. through FEPAC's collaboration with American partners.
Who Participates	Participation is optional for any company involved in plastics, composites or hybrid materials manufacturing. There are currently about 50 members, representing 12,000 employees.
Funding Model	Companies pay \$6,800 for their first year of participation and \$300 for each subsequent year. Companies are also responsible for costs paid to auditors. In addition to participant fees, Ecoresponsible also receives corporate sponsorship and government funding.
Program Practices	<p> Ecoresponsible is currently developing performance standards for a four-tiered certification. Standards will cover diverse business functions, including energy, productivity, finance, innovation and commercialization. Standards will be aligned with those of <u>BNQ 21000</u>, a sustainable development framework in Quebec that is similar to ISO 26000. Participants also develop a unique sustainability action plan. During biennial audits, member performance will be assessed against both Ecoresponsible performance standards and against the company's action plan.</p> <p> Every two years, program participants undergo an external audit. Audits (A) evaluate action plan implementation, (B) measure performance against Ecoresponsible performance standards and (C) determine the company's action plan for the next two years.</p>

Legend Practices supported by research are marked by an asterisk (*).						
 Standards of Practice*	 Third-party Auditing*	 Auditing by Program	 Certification*	 Public Reporting*		
 Sanctions or Rewards*	 Tools and Training	 Member Ownership	 Stakeholder Engagement	 Mandatory Participation		

<p>Program Practices Cont.</p>	<p> Audit results determine which of the four levels of certification is granted to a company. The four levels of certification are engagement, performance, optimum and elite.</p> <p> Participants receive public visibility through registration on the GEDDEN Carbon Stock Market and publication of their profile on the ECORESPONSIBLE website. After certification, members receive benefits such as access to marketing tools and improved insurance and financing programs.</p> <p> ECORESPONSIBLE offers training workshops on 10 sustainability topics, including stakeholder engagement, life cycle analysis, performance indicators, accountability and internalizing environmental costs. ECORESPONSIBLE also helps members develop a mission statement, action plan and prepare for audits.</p> <p> A stakeholder advisory board, including the Ministry of Sustainable Development and the Ministry of Economic Development and Innovation (both federal and provincial), were engaged in the development of this program.</p>
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Interview with Pierre Fillion, CEO of the Federation of Plastics and Alliances Composites

What have been the major successes of ECORESPONSIBLE?

1. **Successful launch of pilot program:** After four years in development, the ECORESPONSIBLE program was ready to launch in spring 2012. There are approximately 50 companies participating in a pilot project and each has been specifically targeted.
2. **Establishing best practices:** In partnership with the University of Sherbrooke, ECORESPONSIBLE has recently published a document on sustainability principles and best practices for the plastics industry. The document is a tool supporting improvements to industry sustainability and is available exclusively to ECORESPONSIBLE members.
3. **Communication strategies:** A bilingual website for the program (English/French) is currently under development and will soon be available to the public. This will allow ECORESPONSIBLE to better commercialize their vision.

What challenges does the program currently face?

Financing is the biggest challenge for ECORESPONSIBLE. The program is small now, but after perfecting its business model during the pilot project, ECORESPONSIBLE will expand to other North American industries. Managers are currently focusing their limited resources on the pilot project, but are seeking new sponsors to support future program expansion.

What lessons have you learned on the ECORESPONSIBLE journey?

Personal engagement with members is important. To develop interest in the program, Pierre Fillion travelled across the country. He visited most of the pilot companies personally and had one-on-one discussions to secure company participation. This process helped build the momentum necessary to launch the program.

Which other standards, programs or policies does ECORESPONSIBLE interact with? How have you managed those interactions?

ECORESPONSIBLE is aligning its standards with the standards of BNQ 21000, a sustainable development framework in Quebec. Because BNQ 21000 has similar requirements to those of ISO 26000, ECORESPONSIBLE standards will overlap with both programs.

For more information visit www.ecoresponsable.net or contact Pierre Fillion (PFillion@fepac.ca).

Excellence in Sustainable Construction



Managed by: Vancouver Regional Construction Association (VRCA)

Sector: Manufacturing and construction (construction)

In 2010, the Vancouver Regional Construction Association created a sustainability award and subsequently started assembling the expertise to develop a sustainability program. An Accreditation Committee, composed of member companies, defined the structure of the new program and Excellence in Sustainable Construction was launched in 2011.

Excellence in Sustainable Construction is a sustainability certification program for construction contractors, service providers and suppliers. Through education, tools and support, the program helps members manage, report on and improve their sustainability practices.

Excellence in Sustainable Construction at a Glance

The Association	<p><i>Members:</i> Members include contractors, manufacturers and suppliers in the institutional, commercial and industrial segments of the construction industry of the Lower Mainland and Fraser Valley.</p> <p><i>Market share:</i> The VRCA has more than 700 members.</p>
Objectives	To help contractors, service providers and suppliers improve their social, environmental and economic business practices.
Scope	Regional program, administered by an industry association in Vancouver, Canada.
Who Participates	Participation is optional for all members of the Vancouver Regional Construction Association.
Funding Model	In their first year, companies pay \$1,800 to cover the cost of administration, education, auditing, certification and access to carbon management software. Each subsequent year, the renewal fee is \$850.
Program Practices	<p> Program standards are not prescriptive. Members follow ESC instructions to create a sustainability plan that describes their initiatives, strategies and innovations for social and environmental responsibility. The plan includes components such as a hiring policy, a health and safety program, an employee education plan, a waste management policy, a sustainable purchasing program and subscription to the GOBI carbon management software. The plan can also include a company's unique and innovative sustainability initiatives.</p> <p> Members have their sustainability plan audited each year and must present supporting documentation for each component of the plan.</p> <p> After a successful audit, companies can apply to ESC for certification.</p> <p> Certified companies can use the ESC logo for marketing and can submit their plan for bids with a sustainability requirement. Members also see cost savings as a result of reducing their carbon footprint.</p>

Legend Practices supported by research are marked by an asterisk (*).						
 Standards of Practice*	 Third-party Auditing*	 Auditing by Program	 Certification*	 Public Reporting*		
 Sanctions or Rewards*	 Tools and Training	 Member Ownership	 Stakeholder Engagement	 Mandatory Participation		

Program Practices Cont.		<p>All participants are required to take a <u>course</u> called “Getting ESC Certified”, which describes strategies for achieving program requirements. Members also have access to ongoing staff support, webinars, seminars, a resource library and <u>software</u> to manage carbon emissions.</p>
		<p>An online discussion forum allows ESC companies can share ideas and best practices.</p>

Interview with Lisa Wolfe, Associate Director of Education at the Vancouver Regional Construction Association

What have been the major successes of Excellence in Sustainable Construction?

Many companies enter the program with little or no plan for sustainability. As the company progresses, it creates something that wasn't there before. Companies are able to really elevate their sustainability practices. This directly benefits members, as sustainability requirements are becoming more common in bids for new jobs.

What challenges does the program currently face?

Participants need time and support. Members don't usually have a designated sustainability manager. Program stewards are usually people within companies who are passionate about sustainability, but have another job to do. By the time they implement new processes and collect the required documentation from staff in human resources, accounting and the construction site, the process takes about a year. It's also easy for companies to misinterpret program requirements, so the VRCA has developed support services. These including a mandatory overview course, regular check-ins and phone conferences, samples of required work and deadlines to encourage progression.

What lessons have you learned on the Excellence in Sustainable Construction journey?

1. **External support is helpful:** If job bids from municipalities, architects and developers required contractors to have a sustainability plan, more companies would participate in Excellence in Sustainable Construction. The VRCA is working with these groups to encourage the inclusion of sustainability requirements in all job bids.
2. **Senior executives must be supportive:** Developing a sustainability plan is labour intensive and requires contributions from many staff. If senior executives don't support the use of staff time to create a sustainability plan, a company will not succeed. Identifying a supportive senior executive is now a requirement in the application process.

Which other standards, programs or policies does Excellence in Sustainable Construction interact with? How have you managed those interactions?

The VRCA recommends that ESC participants complete a Certificate of Recognition through the B.C. Construction Safety Alliance. The certification signifies high-level knowledge and capacity for safety, but is not mandatory for ESC participants.

For more information visit www.sustainableconstruction.ca or contact Lisa Wolfe (LWolfe@vrca.bc.ca).

Recycler Qualification Program

Managed by: Electronic Products Recycling Association (EPRA)

Sector: Manufacturing and construction (electronics)



In 2004, provincial governments began to regulate electronic products and electronics brand owners became responsible for recycling their products at their end of life. Regulations to ensure sustainability in the electronics recycling process either did not exist or were not robust enough to ensure proper handling of the material. To fill this void, brand owners created the Electronics Recycling Standard (ERS). The ERS is now central to the Recycler Qualification Program (RQP), which was launched by the Electronic Products Recycling Association in 2010.

Through the RQP, recycler performance is verified against the ERS, which covers environmental, health, safety and security issues. Education is also provided, to help recyclers understand and conform to the ERS. In the seven provinces with industry-led electronics recycling programs (hereafter called “provincial programs”), all recyclers wishing to work for a provincial program must conform to the Electronics Recycling Standard.

Recycler Qualification Program at a Glance

The Association	<i>Members:</i> Members are electronics brand owners and first importers, operating in Canada. <i>Market share:</i> In provinces requiring the electronics industry to recycle end-of-life-electronics, nearly all electronics brand owners recycle through industry-led provincial recycling programs, which are overseen by the EPRA.
Objectives	To ensure that end-of-life-electronics are recycled in a sustainable manner, including safeguarding the environment and worker health and safety.
Scope	Canadian program, administered by a national industry association.
Who Participates	Any electronics recycler wishing to work for a provincial program.
Funding Model	The Recycler Qualification Program is funded by provincial programs.
Program Practices	<div style="display: flex; flex-direction: column; gap: 10px;"> <div style="display: flex; align-items: flex-start;">  <div style="margin-left: 10px;"> <p>The Electronics Recycling Standard defines 68 auditable, process-based elements covering environment, occupational health and safety, and material handling. The ERS applies to the entire recycling process, from primary recycling to the point of final disposition.</p> </div> </div> <div style="display: flex; align-items: flex-start;">  <div style="margin-left: 10px;"> <p>Primary recyclers and their downstream affiliates are audited every three years. A primary recycler is approved under the ERS when all downstream recyclers in their material handling chain have been audited and approved. The audit covers those sections in the ERS that are relevant to a recycler’s operations.</p> </div> </div> <div style="display: flex; align-items: flex-start;">  <div style="margin-left: 10px;"> <p>Provincial programs work solely with recyclers qualified through the Recycler Qualification Program. Approved recyclers are also publicly recognized on provincial program websites.</p> </div> </div> </div>

Legend Practices supported by research are marked by an asterisk (*).						
 Standards of Practice*	 Third-party Auditing*	 Auditing by Program	 Certification*	 Public Reporting*		
 Sanctions or Rewards*	 Tools and Training	 Member Ownership	 Stakeholder Engagement	 Mandatory Participation		

Program Practices Cont.



Detailed support documents exist for every step of the qualification process, including implementing the ERS, conducting audits and corrective actions, and seeking final approval to participate in provincial programs.



Participation is mandatory for all recyclers wishing to work for provincial programs.

Interview with Sean De Vries, Director of the Electronic Products Recycling Association's Recycler Qualification Office

What have been the major successes of the Recycler Qualification Program?

Recyclers have come to embrace the assessment process and now view the RQP as a way to differentiate their operations from competitors. A large segment of the electronics recycling industry was born out of the scrap metal industry. The relatively new electronics recycling industry had little experience with the challenges and requirements of managing specialized or regulated materials safely and securely. The Electronics Recycling Standard has improved awareness of environment, health, safety and security issues, helping recyclers evolve good management practices and operate in compliance with regulatory requirements.

What challenges does the program currently face?

Working with a relatively new, largely unregulated industry has been challenging. When the Electronics Recycling Standard was first created, its requirements were intended to be "in addition to" government regulations, but the complexity of regulations and the lack of interpretation led to inconsistent implementation.

Illegal electronics exporters are another challenge to sustainable electronics recycling. Organizations claiming to distribute used electronics to people in need often send the electronics for recycling in developing countries, where recycling standards are poor. The EPRA has attempted to mitigate this problem by providing an approval process through which reputable electronics reuse organizations can be recognized.

To cope with both of the above issues, the Recycler Qualification office maintains an open dialogue with government regulators and compliance representatives. This helps identify common challenges and ensure consistent application of the standard.

What lessons have you learned on the Recycler Qualification Program journey?

1. **Education is key:** When the Electronics Recycling Standard was first developed, it was nothing more than an auditable standard. It quickly became evident that recyclers needed education and support to meet the standard. Most participants had no experience with ISO or other management standards, so they weren't familiar with the required processes, like corrective actions. In 2010, the Recycler Qualification Office began to release a series of training and guidance documents to assist recyclers.
2. **Application must be consistent:** The Recycler Qualification Program is applicable to a variety of processing operations at facilities around the world. Maintaining consistency in the interpretation and application of the standard across locations and processes is critical. Accordingly, auditing has been brought in-house to allow the audit team to work closely and ensure the consistent application of the audit process.

Which other standards, programs or policies does the Recycler Qualification Program interact with? How have you managed those interactions?

The Recycler Qualification Program interacts most closely with ISO 14001. The RQP requires recyclers to adopt an Environmental Management System and ISO 14001 is a well-recognized management system.

For more information visit www.rqp.ca or contact Sean De Vries (Sean@rqp.ca).

Responsible Care

Managed by: Chemistry Industry Association of Canada (CIAC)

Sector: Manufacturing and construction (chemical manufacturing)



Responsible Care[®]
Our commitment to sustainability.

Gestion responsable[™]
Notre engagement envers le développement durable.

Responsible Care was launched in 1985 to preserve the chemical industry’s social license to operate. The aim of the initiative was to improve environmental health and safety in the chemical industry. 20 years later, new issues were becoming important to Canadians, including climate change, resource depletion and business ethics. New business opportunities were also arising in areas such as sustainable chemistry and supply chain management. This led to an expansion of the initiative from 2007 to 2010.

Responsible Care now seeks to meet the expectations of Canadians for community protection, employee health and safety, environmental protection, product stewardship and social engagement.

Responsible Care at a Glance

The Association	<i>Members:</i> Membership includes 50 companies, ranging from 50 to 2,000 employees. <i>Market share:</i> Members account for 75 per cent of Canadian revenues in this sector.
Objectives	To meet Canadians’ expectations for community protection, employee health and safety, environmental protection, product stewardship and social engagement.
Scope	Canadian chapter of a global initiative, administered by a Canadian industry association.
Who Participates	Participation is mandatory for members of the Chemistry Industry Association of Canada. Other parties engaged in the chemistry value chain participate as Responsible Care partners. Currently, there are about 10 partners.
Funding Model	The CIAC budget, which is supported by member dues, funds Responsible Care. The cost of verification is not covered by the CIAC and is invoiced to members as incurred.
Program Practices	<p> Members follow <u>three codes of practice</u>: operations code covering transportation and facility management and design; stewardship code covering interactions with suppliers, distributors and customers; accountability code covering stakeholder engagement. Two appendices describe additional expectations on (1) social responsibility, beyond health, safety and environmental matters, and (2) public policy engagement. Members must also implement a Plan-Do-Check-Act management system to ensure all new policies are planned, implemented, monitored and improved over time.</p> <p> Every three years, a team including industry experts, stakeholders and members of the public <u>verify</u> participant compliance with the codes of practice.</p> <p> Companies are granted access to the “Responsible Care-Verified” brand following successful verification.</p> <p> Verification reports are publicly available through CIAC and member company websites. Responsible Care also collects, collates and publishes performance data from all companies, measured against Responsible Care metrics.</p> <p> Companies that do not comply with Responsible Care codes can be expelled from both the initiative and the association.</p>

Legend Practices supported by research are marked by an asterisk (*).									
	Standards of Practice*		Third-party Auditing*		Auditing by Program		Certification*		Public Reporting*
	Sanctions or Rewards*		Tools and Training		Member Ownership		Stakeholder Engagement		Mandatory Participation

<p>Program Practices Cont.</p>	 <p>The association operates networks to facilitate sharing of best practices in key areas, such as safety. Participation in these networks is mandatory. Responsible Care also provides implementation tools, guidance and best practices to help members implement Responsible Care.</p>  <p>Member senior executives attend Leadership Group meetings three times a year to discuss Responsible Care challenges and best practices.</p>  <p>External critics and environment, health and safety experts are engaged on two separate panels. A <u>National Advisory Panel</u> of external critics meets twice a year and provides ongoing input to all Responsible Care matters. The association also maintains a multi-stakeholder Environmental Protection Steering Committee, consisting of industry, federal, provincial and non-governmental stakeholders to advise on environmental priorities for collective action. Individual companies must also have formal systems for effective stakeholder engagement, near fixed facilities and more broadly.</p>  <p>Participation is mandatory for all CIAC members. The most senior Canadian executive must re-commit annually to the Responsible Care code of ethics.</p>
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Interview with Bob Masterson, Vice President of Responsible Care

What have been the major successes of Responsible Care?

The successes occur at both the company and community level. Benefits for communities have included a 99 per cent reduction in the release of several harmful substances, including known and probable carcinogens, ozone depleting substances and CEPA toxins. Benefits for companies have included:

- Significant improvements in safety performance.
- Enhanced public reputation and better stakeholder communication.
- Networking, benchmarking and sharing of best practices between members.
- Early warning about new industry challenges, resulting in fewer crises.
- Improved insurance coverage and reduced legal liability.
- Lower costs to individual firms resulting from all of the above.

What challenges does the program currently face?

1. *Developing meaningful metrics for industry performance:* Prior to 2010, Responsible Care focused solely on environmental health and safety and benchmarked using the standard North American metric. Because Responsible Care is now expanding in scope, new, meaningful metrics for performance in areas such as resource conservation and water use must be developed.
2. *Uniting member companies who are diverse in size, resource availability, corporate culture, home country affiliation and corporate agenda:* Responsible Care overcomes this challenge by encouraging member ownership of the initiative. Members meet three times annually for a round table discussion. This provides an opportunity for member ownership and peer mentoring and pressure. The result: only three companies in 25 years have been unable to meet the requirements of Responsible Care.

What lessons have you learned on the Responsible Care journey?

Reach out to your critics. Sustainability issues differ geographically and by industry, so programs can't be designed strictly based on a literature review or the template of another program. When Responsible Care launched in 1985, its structure was based on the feedback of the industry's biggest critics. Intensive feedback was sought again in 2007 to 2010, when Responsible Care was renewed.

Which other standards, programs or policies does Responsible Care interact with? How have you managed those interactions?

Responsible Care is an umbrella management system that allows for the integration of other relevant management standards. The "plan" and "check" steps of the management system require members to be aware of external standards and, where possible, to use them. Some of the standards Responsible Care interacts with include various ISO standards, OSHA 18000, CSChE process safety management standards and US CCPS standards.

For more information visit www.canadianchemistry.ca or contact Bob Masterson (BMasterson@canadianchemistry.ca).

Responsible Jewellery Council Certification

Managed by: Responsible Jewellery Council (RJC)

Sector: Manufacturing and construction (diamond, gold and platinum jewellery supply chain)



The Responsible Jewellery Council is an international, not-for-profit organization aiming to reinforce confidence in the jewellery supply chain. 14 companies affiliated with the jewellery industry founded the RJC in 2005 and by 2009, the RJC had developed a full certification program. Its membership has now grown to more than 380 companies. The 2009 Code of Practices is currently being reviewed and improved, using multi-stakeholder consultation.

The RJC Certification provides objective, verifiable standards for business ethics, human rights, environmental performance and management systems along the diamond, gold and platinum jewellery supply chain. The program aims to provide a common standard for the entire jewellery industry and to be an internationally recognized mark of excellence for responsible jewellery practices.

Responsible Jewellery Council Certification at a Glance

The Association	<p><i>Members:</i> Companies along the entire jewellery supply chain, including producers, cutters, polishers, traders, hedgers, refiners, manufacturers, wholesalers, retailers and services providers are members of the RJC.</p> <p><i>Market share:</i> Market share differs between stages of the supply chain and between the diamond, gold and platinum industries. Currently, more than 380 companies participate.</p>
Objectives	To advance ethical, social and environmental practices throughout the diamond, gold and platinum jewellery supply chain, from mine to retail.
Scope	International program, administered by an international not-for-profit organization.
Who Participates	Participation is optional for all companies in the diamond, gold and platinum jewellery supply chain.
Funding Model	Members pay an annual fee of 0.003 - 0.0045 per cent of annual relevant sales. Differences in fees correspond to differences in profit margin at various stages of the jewellery supply chain.
Program Practices	<p> The RJC <u>Code of Practices</u> defines objective and verifiable requirements in four key areas:</p> <ol style="list-style-type: none"> 1. Business ethics. 2. Human rights and social performance, such as basic human rights, workforce diversity, and health and safety. 3. Environmental performance, such as resource and energy efficiency, biodiversity conservation and pollution prevention. 4. Management systems, such as legal compliance, impact and benefit assessment and risk management. <p> Every RJC member must be audited by an <u>accredited</u>, independent auditor, within two years of joining the program. Members must be re-audited every three years.</p> <p> After members complete a successful audit, RJC awards certification.</p>

Legend Practices supported by research are marked by an asterisk (*).						
 Standards of Practice*	 Third-party Auditing*	 Auditing by Program	 Certification*	 Public Reporting*		
 Sanctions or Rewards*	 Tools and Training	 Member Ownership	 Stakeholder Engagement	 Mandatory Participation		

<p>Program Practices Cont.</p>	<div data-bbox="386 201 467 281"> </div> <p>RJC has created a series of documents to guide members and auditors through each step of the certification process. Free online training is also available. Training covers topics such as implementing management systems, carrying out self-assessments, preparing for verification and guidance on sector-specific key issues.</p> <div data-bbox="386 359 467 438"> </div> <p>The RJC Code of Practices was created using multi-stakeholder consultation. The document has over 20 references to national and international law, industry standards and responsible business practices.</p>
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Interview with Fiona Solomon, Director of Standards Development at the Responsible Jewellery Council

What have been the major successes of the Certification?

1. **Increased uptake:** RJC had only 14 members in 2005 and has grown to more than 380 members in 2012. Most members are based in Europe and North America, but RJC is working on expanding to new countries, such as India and China.
2. **ISEAL Alliance membership:** RJC is a full member of the [ISEAL Alliance](#). This means it has met ISEAL's [Codes of Good Practice](#) for credible and impactful standards. Participating in ISEAL also allows RJC to collaborate and share learning with other standard-setting organizations.

What challenges does the program currently face?

1. **Resources required for growth:** RJC provides tools and support to demystify the certification process for new members. The resources required to do this have increased in parallel with membership growth. RJC also aims to expand support for members to continuously improve during the three-year period between audits, by offering additional training, resources and opportunities for peer learning.
2. **Reaching new markets:** There are many emerging markets where uptake of voluntary standards has not traditionally been strong. For example, 11 out of 12 diamonds are cut and polished in India, but only 11 Indian facilities are currently certified by RJC. To support expansion, RJC is working with SA8000, an international social accountability standard with a strong hold in India. RJC is learning from the SA8000 experience in India's garment sector and the organizations are collaborating to raise awareness and provide training for Indian diamond companies.

What lessons have you learned on the Certification journey?

Multi-stakeholder input is important. Involving multiple stakeholders adds complexity to standards development, but it ensures that standards will meet stakeholder expectations. For RJC, the stakeholder consultation process for new standards and standard revisions takes about 18 months, but the time is well spent.

Which other standards, programs or policies does the Certification interact with? How have you managed those interactions?

The Code of Practices intersects with many other standards, including SA8000, the Diamond Development Initiative, Alliance for Responsible Mining and more. RJC aims to increase harmonization and decrease duplication between programs, including aligning relevant portions of related standards. RJC has also developed a new Chain of Custody certification for precious metals, where audits and certifications through other programs can still be recognized as responsibly sourced.

For more information visit www.responsiblejewellery.com or contact Fiona Solomon (Fiona.Solomon@responsiblejewellery.com).

BOMA BEST (Building Environmental Standards)



Managed by: Building Owners and Managers Association of Canada (BOMA)

Sector: Services (commercial real estate)

BOMA BEST began in 2005, with the goal of setting accurate and independently verified standards for the environmental performance of existing commercial buildings. The program initially focused solely on identifying best practices. It has since become a four-tiered certification program relevant to five types of commercial building.

Certifications are designed to help owners and managers assess and improve their buildings in six key areas: energy, water, waste, emissions and effluents, indoor environment and environmental management systems.

BOMA BEST at a Glance

The Association	<p><i>Members:</i> Membership consists of <u>11 local BOMA associations</u>, representing more than 3,200 building owners, managers, developers, facility and asset managers, leasing agents, brokers and service providers. Members represent more than 2.1 billion square feet of commercial real estate.</p> <p><i>Market share:</i> Based on 2005 data, <u>BOMA Canada</u> members represent more than 25 per cent of commercial real estate area in Canada.</p>
Objectives	To provide a framework for green building management and shift the commercial real estate industry toward more sustainable building operations and management.
Scope	Canadian program, administered through 11 regional BOMA associations.
Who Participates	<ul style="list-style-type: none"> • Certification is available both to BOMA members and non-members. • The five certifications are designed for offices, open-air retail, light industrial, shopping centres and multi-unit residential buildings.
Funding Model	Participant fees support the program. Fees are due upon application (and recertification) and are based on building type and size. Fees range from \$2,100 to \$9,800 for BOMA members and \$2,800 to \$11,900 for non-members. Revenue is divided between the local and national BOMA associations and royalties owed to the program's creator.
Program Practices	<p> BOMA BEST has two core standards: (1) an assessment of 14 best practices and (2) a broader assessment, with approximately 175 sustainability questions. To achieve the first tier certification, applicants must implement all 14 best practices. To achieve second, third or fourth tier certification, applicants must implement all best practices as well as scoring at least 70 per cent, 80 per cent or 90 per cent respectively, on the broader assessment.</p> <p> Prior to certification and every three years thereafter, independent verifiers conduct an on-site assessment to confirm or adjust the applicant's score.</p> <p> The final score, determined by the audit, dictates which level of certification is issued. Local BOMA associations coordinate the <u>certification process</u>.</p>

Legend Practices supported by research are marked by an asterisk (*).									
	Standards of Practice*		Third-party Auditing*		Auditing by Program		Certification*		Public Reporting*
	Sanctions or Rewards*		Tools and Training		Member Ownership		Stakeholder Engagement		Mandatory Participation

<p>Program Practices Cont.</p>	<p> The BOMA BEST <u>Energy and Environmental Report</u> (BBEER) is published annually to share the performance of certified buildings.</p> <p> BOMA BEST certification is widely recognized and BOMA continues to promote the program and its certified members through publications and conferences. Members also have access to posters, banners, plaques, decals and labels for marketing.</p> <p> The assessment process is designed to educate applicants on every aspect of their building related to sustainability. The BOMA BEST website also offers <u>guidance documents</u> for all stages of the certification process. Finally, the program offers a BOMA BEST overview course.</p> <p> The Environment & Energy Committee, composed of industry stakeholders and regional BOMA association representatives, meets monthly to discuss new sustainability issues and program direction. The independent Committee of Verifiers meets annually to improve verification consistency.</p>
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Interview with Meirav Even-Har, former Project Manager for BOMA Canada

Even-Har has recently moved on from BOMA Canada but worked closely with BOMA BEST.

What have been the major successes of BOMA BEST?

1. **Widespread adoption:** BOMA BEST is one of the largest building certifiers in Canada, with over 1,400 currently certified buildings. Affordable fees, user-friendly format and inclusive standards contributed to this success. The program accepts members at various levels of sustainability and provides tools to help improve performance.
2. **Broad stakeholder support:** Major real estate owners, including pension funds, have committed to having all of their buildings certified. Technical experts have volunteered their time to review technical questions and improve guidelines. Federal and provincial governments have also shown support for BOMA BEST.

What challenges does the program currently face?

1. **Inconsistent implementation:** 11 different regional associations administer the BOMA BEST program. BOMA Canada facilitates annual meetings to improve standardization, but regional inconsistencies remain a challenge.
2. **In-house expertise:** The regional BOMA associations have small staff sizes and limited technical expertise. Program administrators may lack knowledge on issues such as boiler efficiency and rooftop structure. Technical questions are often sent to the Jones Lang LaSalle team, who are contracted to manage the technical content.

What lessons have you learned on the BOMA BEST journey?

Certifying buildings is complicated. There is significant diversity in the physical structure of buildings, including how they were built and how they have been maintained. Tenants add another layer of complexity. Even the most sustainably constructed building can perform poorly if tenants are not engaged to manage energy and water use.

Which other standards, programs or policies does BOMA BEST interact with? How have you managed those interactions?

1. **Green Globes:** BOMA BEST was built on the platform of Green Globes, which certifies new buildings.
2. **LEED:** People mistakenly believe that BOMA BEST competes with LEED certifications. This is not the case. While both certify buildings, LEED certifies only the most sustainable buildings. BOMA BEST is more inclusive, accepting imperfect buildings and helping facilitate sustainability improvements.
3. **Other sustainability programs:** Other sustainability programs for commercial buildings currently exist or are soon coming to Canada. Examples are the Energy Star Portfolio Manager and Green Up. BOMA BEST is uniquely positioned against these programs as BOMA BEST is run by an industry association with a dedicated membership. BOMA can provide highly personal service and actively engage with members.

For more information visit www.bomacanada.ca or contact Hazel Sutton (HSutton@bomacanada.ca).

Code of Ethical Practices

Managed by: Canada's Research-Based Pharmaceutical Companies (Rx&D)



Sector: Services (pharmaceutical)

The Code of Ethical Practices was created in 1988 as a standard to govern the relationship between pharmaceutical sales representatives and physicians. The code has evolved almost every year since. The first major review of the program happened in 2005. A second major review was completed in January 2012 and led to the most recent version of the code. All revisions of the code have been made using extensive industry and stakeholder consultation.

The code now sets standards for the ethical interaction of all member employees with various stakeholder groups, including physicians, pharmacists, nurses, government officials and the public. The code seeks to ensure the relationship between pharmaceutical companies and their stakeholders is one of trust, openness, and transparency.

Code of Ethical Practices at a Glance

The Association	<p><i>Members:</i> Membership includes approximately 50 branded pharmaceutical companies involved in the discovery and development of prescription medicines.</p> <p><i>Market share:</i> Approximately 90 per cent of all branded pharmaceutical companies in Canada are members of Rx&D.</p>
Objectives	<ul style="list-style-type: none"> To ensure a relationship of trust, openness and transparency between members and their stakeholders. To ensure the health and well being of Canadians is always the industry's first priority.
Scope	Canadian program, administered by a national industry association.
Who Participates	Compliance with the code is mandatory for all members of Rx&D.
Funding Model	The code forms part of the Rx&D mandate and the program is funded by member dues.
Program Practices	<p> The Code of Ethical Practices covers 18 topics relevant to member operations, including transparency, patient privacy, patient services, employee conduct, conduct at meetings and conferences, marketing, funding and research. The code is accompanied by a set of guiding principles intended to support code interpretation and provide guidance for any situations not covered by the code.</p> <p> The code provides a formal <u>complaint process</u>, including an Industry Practices Review Committee, to investigate alleged breaches of the code. Any complaints confirmed to be breaches of the code are penalized by publication of the violation on the Rx&D website and fines of \$25,000 to \$100,000. Escalating fines for repeat offenders and an appeal process also exist.</p> <p> An online training <u>course</u> is available to help member companies and other stakeholders understand and implement the code. The course is case-based, delivering content through real-world examples and exercises. Currently more than 7,500 of the 14,000 employees represented by Rx&D have received this training.</p>

Legend Practices supported by research are marked by an asterisk (*).						
 Standards of Practice*	 Third-party Auditing*	 Auditing by Program	 Certification*	 Public Reporting*		
 Sanctions or Rewards*	 Tools and Training	 Member Ownership	 Stakeholder Engagement	 Mandatory Participation		

<p>Program Practices Cont.</p>	<div data-bbox="386 117 467 197"> </div> <p>An Industry Practices Committee, drawn from member companies, meets monthly to discuss issues and collect input on the code. Rx&D also responds to member questions and uses questions to create new support tools, including a Q&A list and code interpretation documents.</p> <div data-bbox="386 277 467 357"> </div> <p>During revisions to the code, input on proposed changes was gathered from key stakeholders, such as Advertising Standards Canada, the Pharmaceutical Advertising Advisory Board (PAAB), the Canadian Medical Association and patient groups. Further consultations were completed once the revised code was drafted.</p> <div data-bbox="386 420 467 499"> </div> <p>Compliance with the Code of Ethical Practices is mandatory for all members of Rx&D.</p>
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Interview with Chrisoula Nikidis, Executive Director of Industry Practices at Canada’s Research-Based Pharmaceutical Companies

What have been the major successes of the Code of Ethical Practices?

1. **Maintaining self-regulatory status:** The Code of Ethical Practices is used by the Canadian pharmaceutical industry to self-regulate its ethical behaviour. Maintaining self-regulatory status has been a major accomplishment, as it has required the code to be as robust as possible, continually evolving to changing ethics conditions. Responsible self-regulation has also allowed the industry to develop a trust-based relationship with stakeholders.
2. **Expanding scope:** Rx&D has recently completed its latest revision of the code. The revision has greatly expanded the program’s scope, broadening its applicability from just pharmaceutical sales representatives to all pharmaceutical employees. The revision took almost two years to complete as all changes incorporated extensive stakeholder and industry consultation.

What challenges does the program currently face?

The changing ethics environment is a challenge. The code is tweaked annually, but changes in ethics are rapid. As other countries announce changes to pharmaceutical regulation or self-regulatory practices, Rx&D must consider if and how those changes may be relevant in Canada.

What lessons have you learned on the Code of Ethical Practices journey?

Consultation is essential. The Code of Ethical Practices could not exist if members did not contribute heavily to its development. Getting input from members creates buy-in, increases compliance and helps members see the value of the code. A code is only a piece of paper with rules on it: it’s the way members use it that creates ethical relationships.

Which other standards, programs or policies does the Code of Ethical Practices interact with? How have you managed those interactions?

The Code of Ethical Practices is aligned with the Code of Practice set by the International Federation of Pharmaceutical Manufacturers & Associations (IFPMA). IFPMA sets high-level international standards, which national pharmaceutical associations can use to create more specific standards for their members.

Rx&D also works closely with Advertising Standards Canada (ASC) and the Pharmaceutical Advertising Advisory Board (PAAB). Rx&D members must have all ads pre-cleared by these organizations to ensure the content is fair and balanced.

Finally, the code overlaps with the internal ethics policies at member companies. The code represents the minimum requirement for company ethics, but members often choose to make internal policies more stringent.

For more information, visit www.canadapharma.org or contact Chrisoula Nikidis (CNikidis@canadapharma.org).

Green Key Global

Managed by: Hotel Association of Canada (HAC)

Sector: Services (lodging)



Green Key was initiated in 1997 as a means of recognizing hotels, motels and resorts committed to improving their environmental performance. The program was initially administered by an external organization, but the Hotel Association of Canada moved it in-house in 2004 to better meet industry-specific needs and to lower fees.

The program is a graduated rating system, which awards hotels a rating of one to five based on the results of a comprehensive self-assessment. Participants also receive guidance on how to “unlock” new sustainability opportunities.

Green Key Global at a Glance

The Association	<p><i>Members:</i> Membership includes 8,000 hotel companies, hotels, resorts, provincial and territorial hotel associations, industry suppliers, educators and students.</p> <p><i>Market share:</i> Through its provincial hotel association and corporate hotel chain members, the HAC represents about 60 per cent of Canadian hotels.</p>
Objectives	<ul style="list-style-type: none"> To rank participating hotels according to their sustainability performance in five operational areas: corporate and environmental management, housekeeping, food and beverages, conferences and meetings, and engineering. To provide resources for improving member sustainability. To offer support incorporating a Green Key rating into marketing and public relations.
Scope	Canadian chapter of a global program, administered by a Canadian industry association.
Who Participates	Optional for any hotel in Canada or abroad.
Funding Model	Canadian hotels pay \$400 to participate. This fee covers all program administration.
Program Practices	<p> Every two years, members complete a detailed self-assessment covering five areas of hotel operation: corporate and environmental management, housekeeping, food and beverages, conferences and meetings, and engineering. According to their performance, members are awarded a <u>Green Key rating</u> of one to five. Following self-assessment, members receive a list of suggestions for improving their sustainability performance. The Green Key <u>member website</u> provides links to additional tools offered both by Green Key and other organizations.</p> <p> Each year, 20 per cent of participating properties are inspected to ensure their performance matches their self-assessment responses.</p> <p> Members can use their Green Key rating and the Green Key logo for marketing and promotion. If an audit determines a member’s performance is not congruent with their self-assessment results, their rating may be reduced or revoked.</p>

Legend Practices supported by research are marked by an asterisk (*).						
 Standards of Practice*	 Third-party Auditing*	 Auditing by Program	 Certification*	 Public Reporting*		
 Sanctions or Rewards*	 Tools and Training	 Member Ownership	 Stakeholder Engagement	 Mandatory Participation		

Program
Practices Cont.



Every five years, an external consulting firm conducts a thorough review of the program. They incorporate feedback from members and other industry, supply chain and government stakeholders.



Interview with Andrea Myers, Director of Member Programs with the Hotel Association of Canada

What have been the major successes of Green Key?

1. **International expansion:** When the program began in 1992, it was strictly Canadian. The self-assessment used many Canadian references, which limited participation by international hotels. In 2008, after American companies began expressing interest in the program, Green Key collaborated with LRA Worldwide. This U.S. partner helped expand Green Key to the U.S. and membership has grown to include nearly 1,500 American hotels.
2. **Pull for the development of related programs:** The success of Green Key led to demand for related sustainability programs. In 2011, Green Key Meetings – a certification program for meeting and conference centres – was launched and the development of a hotel-specific carbon calculator is nearly complete.

What challenges does the program currently face?

1. **Competition:** There are numerous lodging and tourism-related certification programs in the marketplace, all with different value propositions and price points. Green Key is continually adapting its offerings to appeal to non-member needs but must do so in a manner that does not compromise the needs of current members.
2. **Keeping the certification relevant:** Sustainability issues evolve quickly and the content of the self-assessment must keep up. It is challenging, however, to make meaningful, necessary changes, without nullifying the value of current assessments. If the assessment changes too much, all current members will be required to redo their assessment and the new content can result in a drop of their rating. This presents another source of pushback.
3. **Staff turnover in member companies:** The lodging industry has a very high staff turnover rate. This means the person who registered their hotel for Green Key last year may not be around for an on-site inspection this year. Some hotels are great at transmitting Green Key information and contacts, but others are not. Green Key often has to re-explain the program to new staff.

What lessons have you learned on the Green Key journey?

Green Key must be relevant to a diverse audience. When the program began, it targeted only hotels and a hotel was defined as a lodging facility with 30 or more rooms. As smaller properties, such as B&Bs, became interested in certification, the scope expanded to appeal to a broader audience.

Which other standards, programs or policies does Green Key interact with? How have you managed those interactions?

Green Key encourages its members to use complementary standards such as LEED, ISO, Green Seal and EnerGuide. Program members that do take advantage of those external programs receive credit within the Green Key Assessment towards their overall rating. The Green Key Program is also a member of the Global Sustainable Tourism Council (GSTC) and is in the process of becoming certified under the GSTC's set of sustainability criteria.

For more information visit www.greenkeyglobal.com or contact Andrea Myers (Myers@hotelassociation.ca).

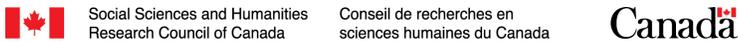
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About the Network for Business Sustainability

A Canadian non-profit established in 2005, the Network for Business Sustainability (NBS) is a powerful and growing network of international academic experts and business leaders. NBS produces authoritative resources on important sustainability issues, with the goal of shaping management practice and research. We connect thousands of researchers and professionals worldwide who are interested in corporate social responsibility (CSR) and who believe in the value of research-based practice and practice-based research.

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NBS Industry Association Council

The Industry Association Council (IAC) is a collaboration initiated by the Network for Business Sustainability (NBS) to advance the sustainability agenda in Canada. Associations on the council are committed leaders dedicated to supporting the sustainable business practices of their members.



