



Assessing and planning the implementation of soy sourcing commitments

The Soy Toolkit simplifies the wide array of existing tools and initiatives by highlighting those most relevant to a company's sustainability journey shedding light on the ways they can be used to meet soy sourcing goals. This document summarises the key points on soy traceability from the full briefing note, available at www.soytoolkit.net

- Implementation plans are useful for a company to consolidate understanding of its soy strategy, steps, responsibilities and timeframes to put it into action, and allow for monitoring progress against its responsible sourcing commitments.
- Planning implementation involves a company integrating policies throughout their operations, as well as ensuring adequate structure, mandate and internal capacity for implementation.

Having a sound soy sourcing policy: The Soy Toolkit focus on how to implement soy sourcing policies. For references on how to develop the policies, we recommend the **Accountability Framework Initiative (AFi)**.

01 Develop the implementation strategy

Geographical reach: companies can start implementing their policy in high risk countries or regions and then expand it to other sourcing areas.

MARS **Mars' Soy Policy** | "More than 70 percent of the world's soy is grown in the U.S., Argentina and Brazil. Our initial focus is on Brazil, where highly sensitive forest areas have been historically felled for agriculture and cattle ranching."

Supply chain reach: **Upstream companies** can start the implementation looking at direct suppliers and then gradually increase the scope to include indirect suppliers. **Downstream companies** can start with direct soy purchases as a first level of implementation and then expand to embedded soy ingredients in other purchases.

Cargill **Cargill Policy on Sustainable Soy** | "We will deliver with our eye on long-term, sector- and landscape-wide transformation. We will enact changes in our direct supply chain while working in close collaboration with critical stakeholders (...)"

Business units: downstream companies can also decide to implement their commitment in business units with a larger soy footprint, such as their petfood operations for example, and then move to other business units.

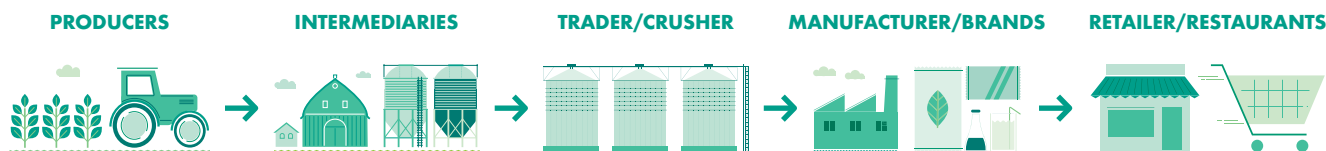
Nestlé **Nestlé: sourcing soya responsibly** | "In 2018, we procured around 477 000 tonnes of soya. The vast majority of the soya products we purchase are used in pet food, so Nestlé Purina PetCare leads our responsible sourcing activities in this area"

02 Define the main activities – the WHAT

To enable progressive implementation of the company's soy policy SMART* milestones can be used as the basic structure of a monitoring and reporting framework. Milestones should have clear actions associated with them.

*specific, measurable, attainable, relevant & time-bound

Element and Objective	Examples of milestones	Examples of actions
Objective 4: Implement a purchase control system See the Soy Toolkit Briefing Note 04 – Incorporating responsible sourcing policies in purchase control systems www.soytoolkit.net/element4	By 2019, purchase control system will be developed By 2020, purchase control system will cover 70% of soy volume (e.g. implementation will start in Brazil and then move to other countries)	<ul style="list-style-type: none">• Define minimum requirements to approve a supplier• Define pathways for reintegration of suspended suppliers• Develop and implement a system to operationalise sourcing policy



03 Assign staff responsible for implementation and build internal support – the **WHO**

Implementing responsible sourcing commitments involves several departments of a company, including procurement, buyers, sustainability, senior leadership, communications, sales and field teams.

In order to get the policy implemented, main actions are:

- Identify a leader or a lead-team to be responsible for coordinating with departments involved.
- Ensure integration of responsible sourcing objectives into the wider business sourcing strategy.
- Identify teams that will support and be involved in the implementation.
- Empower the teams involved through awareness-raising and capacity building activities.

04 Develop a timeframe – the **WHEN**

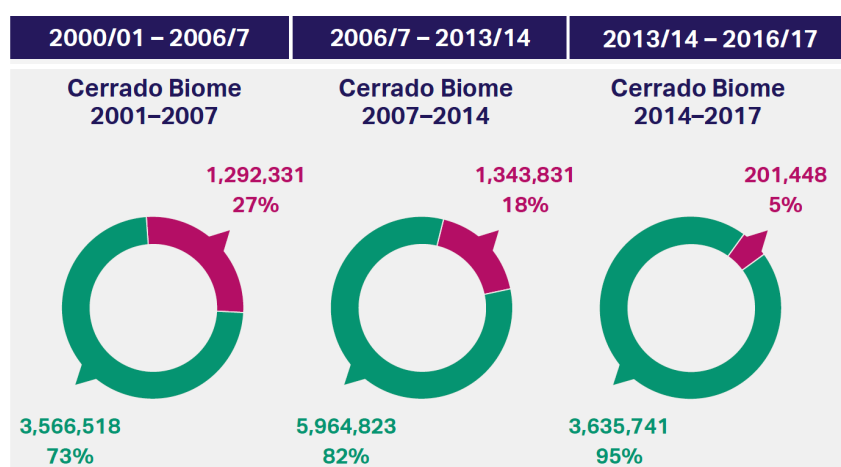
Developing a timeframe – the **WHEN** – will include setting internal and external time-bound targets and long-term goals, based on knowledge of the supply chain including complexity, and type and number of suppliers. Deadlines should be ambitious but realistic.

05 Communicate, use and review the plan

Communicating the soy commitment and how it will be achieved is crucial. A company may choose to share its action plan in order to engage more effectively with implementation partners, align management teams, or to communicate their efforts to the market.

Companies can create an executive summary for external communication, adapted to different audiences and geographies, in order to reach all relevant stakeholders, especially producers.

Implementation of planned activities needs to be monitored and the results used to review the strategy and update the plan, adjusting milestones and timeframes.



The Soft Commodities Forum, a group of the six largest soy traders on the planet, agreed on a common framework for reporting and monitoring progress on soy from the Cerrado Biome.

Image from the Soft Commodities Forum progress report; *Building transparent and traceable soy supply chains in Brazil's Cerrado region* (December 2019).

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