



# If this product could talk:

## Product road mapping and Responsible Business Practice for Small to Medium Enterprises

May 2009



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# Introduction

## Background and Objectives

The Federal Government, through Treasury is funding St James Ethics Centre to expand responsible business practice (RBP)<sup>1</sup> in Australia. Responsible business practices (also referred to as corporate responsibility) includes a company's positive impact on society and the environment through its operations, products or services and through its interaction with key stakeholders such as employees, customers, investors, communities and suppliers.

The goals of the project are noted as:

1. to expand the number of Australian companies that are actively engaged in identifying and adopting more responsible business practices
2. to consider options to improve, and where necessary refine, the tools that are available to promote responsible business practices across all levels of business management.

The focus of the project is to engage with a wide group of companies including small and medium enterprises – which make up over 95% of businesses in Australia, and as such form a powerful and important stakeholder group in developing increased responsible business practice nationally.

The SME project comprises four segments:

1. sector/product road mapping
2. place-Based Networks/Communities and Neighbourhood Chains of Influence
3. resource development – sustainable enterprises, supply chains and communicating on responsible business practices
4. SME service providers, trusted professionals, influence networks

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<sup>1</sup> Responsible Business Practice is strongly aligned with the terms Corporate Responsibility (in the corporate context) and Sustainability (the proactive management of social, environmental and economic concerns of an organisation). These terms are used interchangeably throughout this outline and the individual product roadmap reports and should be considered synonymous.

This report outlines the outcomes of the first segment, **sector/product road mapping**. The objectives of the sector/product road mapping segment were to:

1. undertake research and development on key sector bodies, sectoral initiatives and issues including:
  - 'product road mapping' (a process whereby an industry sector is convened to analyse the key impacts of a product or sector with a view to removing or reducing the negative product impacts - creating opportunities in the process)
  - issues material to the responsible business practice of the sector - for both SMEs and larger organisations and how these can be met with existing tools
2. develop product road mapping tools both generic and for key sectors (including government)
  - including a consideration of international supply chain issues
  - link into the work of other segments where relevant
  - recommendations to government/sector bodies.

To focus the research, three key and vastly different sectors/products were selected:

1. **Buildings** – Roadmap of a Sustainable Building undertaken by the Total Environment Centre's Green Capital Program
2. **Garments** – A sustainability roadmap of natural fibre garments undertaken by the Brotherhood of St Laurence
3. **Potatoes** – A fresh food sustainability roadmap focussing on the potato undertaken by the Net Balance Foundation

Each of the above roadmaps and accompanying detailed reports are available to download from the HUB of Responsible Business Practice website:

[http://thehub.ethics.org.au/sme/sector\\_product\\_roadmaps](http://thehub.ethics.org.au/sme/sector_product_roadmaps)

Each of the three sector/product roadmap exercises were undertaken independently and while a number of findings and recommendations were found to be common, specific industry and government recommendations from each of the supporting reports may be unique and derived from the specific research activities undertaken by the three collaborating organisations.

This outline provides:

- an overview of product roadmapping
- the role of product roadmapping in responsible business practice
- the findings and recommendations from the three product roadmaps

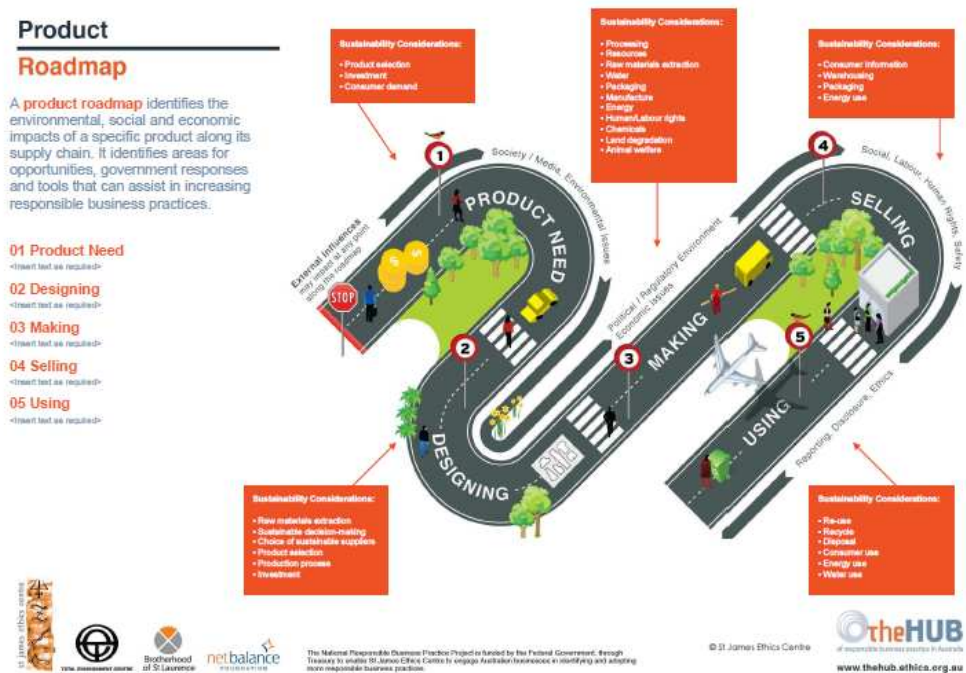
# About Product Roadmaps

## What is a product roadmap?

A product roadmap identifies the social and environmental impacts of a specific sector/product throughout the supply chain and then identifies areas for improvement, cross-participant opportunities, government responses and tools that can assist to increase responsible business practices.

In addition to undertaking the product roadmapping process for their specific sector/product, the three product roadmapping collaborators also developed a generic product roadmap that frames the potential scope of responsible business practice parameters for a typical sector or product. This can be used as a framework to potentially develop roadmaps for additional sectors and/or products. The figure below diagrammatically represents the core processes that exist across most sector and product supply chains, and also highlights the broad range of external influences and considerations that should be considered from a responsible business practice perspective.

## The generic product roadmap



## How is a product roadmap developed?

The product roadmap process is primarily qualitative, using evidence-based information and metrics gathered across the sector or product supply chain. It is typically undertaken by an independent organisation and focuses on a whole of sector or product analysis. Broadly, a product roadmap is developed by undertaking the following:

- desk based research to understand the sector/product profile and industry statistics, performance and contribution to its operating market, and identify possible sustainability issues
- identify the key stakeholders that participate in the complete supply chain of that sector or product, including those stakeholders actively playing an active role to better manage sustainability issues in their sector
- interview a cross-section of those stakeholders to identify the range of environmental, social and economic issues that influence responsible business practices for the sector or product
- further investigate, validate and analyse those material issues identified and
- capture and articulate findings, challenges and opportunities as well as possible recommendations to address them.

A product roadmap becomes a powerful management tool when combined with quantitative analyses such as life-cycle analysis of greenhouse gas emissions and broader environmental footprints. A roadmap supplements these numerically based techniques and brings the range of responsible business practice issues to life, such that the complexities and interdependencies can be better understood and managed.

The initial and ongoing success of a product roadmap exercise is dependent on the following:

- the willingness of all supply chain participants to openly reveal and discuss the social, economic and environmental issues and impacts experienced from their role along the supply chain
- the experience, impartiality and independence of the organisation facilitating the roadmapping exercise
- the responsiveness of governments, agencies, industry bodies and supply chain participants to addressing the issues, setting and working towards targets and exploring the opportunities revealed during the roadmapping process
- regular review and monitoring of progress and developments, with a view to reset objectives and targets for further improvements in responsible business practices.

## The value of product roadmaps

The product road mapping concept provides a common ground for participants along a supply chain (from primary producer through to consumers) to engage in meaningful dialogue about broader social and environmental issues that are typically harder to address in their entirety. Roadmapping allows:

- end consumers and interim consumers along parts of a sector or product supply chain to be better informed of where their product comes from and the related sustainability issues associated with their supply chain
- supply chain participants to better appreciate the processes, costs and issues involved across the whole roadmap within which they participate.

In its own product road mapping publication titled '*You are what you sell - Product road mapping: driving sustainability*', the UK Sustainable Development Commission (SDC) states that a product-approach to sustainability can:

- **break-down complex issues into easily digestible chunks.** It is far easier and potentially more effective, to influence how products are made, used and disposed of, than to tackle how forests and oceans are managed in their entirety.
- **bring together the interests of businesses from along the supply chain** to identify innovative solutions such as reducing waste and carbon and improving labour conditions.
- **help highlight and resolve conflicting priorities.** The lifecycle the life cycle of some products may reveal tensions between sustainability objectives, such as poor communities relying on air-freight to export their produce. A product approach can help find solutions that are fully sustainable.

The UK SDC also discusses a range of business benefits that can arise by addressing the sustainability issues and building on opportunities revealed during a product road mapping process. Undertaking a product or business roadmap analysis is an excellent way to strengthen organisational capacity. Business benefits may include:

- **save money** by being resource efficient. This benefits both the bottom line and the environment.
- **improve brand & reputation.** Poor management and exploitation isn't just unethical, it also acts against long-term profitability. A commitment to more sustainable products and services can improve the brand value and loyalty of both customers and employees.
- **manage resource risk.** Many of the world's natural resources, such as fisheries, and fresh water are also in decline and over exploited. If these trends continue, resource-light sustainable products will be the only ones offering continued potential for growth.

- **grow and access new markets.** Designing in sustainability can inspire innovation, product differentiation and open up new and profitable markets. Design determines up to 80% of products' in-use impacts and sustainability features are increasingly valued by customers. This could also result in access to markets that require verifiable responsible business practices.
- **improved risk management** and mitigation of the social and environmental impacts as well as meeting any current or future compliance obligations.
- **improved governance** through enhanced transparency, disclosure, and accountability
- **supply chain innovation** in capacity building, design, and production through direct relationships/ collaboration with suppliers and stakeholders
- **employee benefits** such as employee loyalty, improved staff engagement, satisfaction and productivity
- **strengthened social 'licence to operate'** through meaningful relationships with governments, business partners, local communities, trade unions, customers, NGOs, subcontractors, and suppliers.
- **research and development opportunities** that provide access to new technologies, raw materials, and components as well as access to finance, subsidies, grants, and incentives.
- **greater market resilience** for the sector and/or product through greater engagement between and among supply chain participants and flexibility to respond to unforeseen risks and events.

It is recognised that the ability of an organisation to manage sustainability risks and issues as well as capitalise on sustainability-related opportunities depends on their available resources. This is a critical issue for small to medium enterprise (SME) along a supply chain, many of which are lean in their operations with little free time to invest beyond their day to day processes. For those SMEs that are investing effort into increasing responsible business practices in their sector, they still face the challenge of balancing against pricing pressures of consumers as well as the time required to explore new opportunities. The individual roadmaps developed during the roadmapping project sought to identify opportunities to increase SME capacity to increase their responsible business practices.

## Product roadmap findings and recommendations

The product road mapping processes for the potato industry, sustainable buildings and garments were run independently and each of the collaborating organisations has identified a set of findings and recommendations specific to their sector or product. Event though each of

the three sectors is unique with their own sustainability challenges, a number of common recommendations have been found.

This section outlines general recommendations that were either revealed during the product roadmapping process or were common among each of the three sectors/products, followed by a summary of key recommendations for each roadmap.

Further detail on findings and recommendations can be found in each of the product roadmap reports:

1. **Buildings** – Roadmap of a Sustainable Building undertaken by Total Environment Centre's Green Capital Program
2. **Garments** – A sustainability roadmap of natural fibre garments undertaken by the Brotherhood of St Laurence
3. **Potatoes** – A fresh food sustainability roadmap focussing on the potato undertaken by the Net Balance Foundation

## Common findings

All three product roadmap exercises found cases of SMEs benefiting from incorporating sustainability principles into their products. Those SMEs tended to be those that considered and appreciated the responsible business practice issues at every phase of the road map, regardless of sector. Excellent examples exist of where sustainability has been a major driver; however, it tends to be confined to specific products or phases, rather than the entire business operation, road map and stakeholders. The remainder of this section identifies consistent findings identified across all three product roadmaps.

### The business case for and driving responsible business practice

- a strengthened regulatory environment and growing societal expectations has resulted in a shift towards responsible business practice and sustainability among some SMEs and some aspects of their business.
- there is an ongoing trend in the outsourcing of good, products and services that have sustainability implications.
- the business case for SMEs is not often apparent, may be perceived as costly or unattainable, and may be difficult given their limited financial and human resources to invest time into activities that increase responsible business practice. Comparatively, multi national enterprises, with a recognised corporate image/brand can reap reputation benefits and more easily make the business for sustainability.
- current lack of education and inadequate communication on the benefits of / business case for responsible business practices.
- lack of government incentives, encouragement and support for sustainability innovation and reward for responsible business practices, particularly for SMEs.

## **Supply chain complexities and issues**

- the complexity of supply chains is daunting for many SMEs, and is one reason there is poor disclosure of supply chains and lack of in-depth understanding of all the stakeholders, agents, buyers, subcontractors who may be involved, particularly those overseas. The global dimension, where applicable, is in itself a barrier to responsible business practice.
- whole of life impacts are not well considered or understood within many supply chains of SMEs. Life cycle analysis information is expensive and not easily accessible.
- there is a lack of independently verified product information, including the social and environmental impact of different products and their production processes.
- trust is a fundamental driver for SMEs choosing products and their suppliers rather than RBP and sustainability. Emphasis on cost, quality, delivery time, and service. If a supplier says they are 'doing the right thing' in terms of responsible business practice, that tends to be enough. There is little if any verification of claims.
- suppliers are recognised for their extensive knowledge of products and processes, but not necessarily the environmental and social impact.
- the social impact of SME business operations and products (wages, hours, OH&S, child labour, impact on communities, human rights etc) is not considered to the same extent as the environmental impact.
- impact of water, energy, carbon intensity, climate change, resource depletion, pesticide and chemical intensive processes is influencing SME business and product behaviour and encouraging more responsible business practices.
- significantly more can be done to address transport, use of product; its packaging; reuse; and disposal at end of life.

## **Inconsistent approaches and emphasis on aspects of responsible business practice**

- the myriad of labelling schemes and regulations both voluntary and mandatory are confusing for both consumers and SMEs. Inefficiencies occur as companies are often required to meet conflicting legislative requirements from different levels of government. Both SMEs and consumers are unsure about how to determine which labelling schemes address their sustainability requirements.
- sustainability issues relating to each of the industries are not always well researched documented and understood. This makes it difficult to collect sustainability data and fully understand the environmental and social implications at each stage of the product road map.
- communication between research institutions, all levels of government, policy makers and SMEs needs to be improved.

## Common recommendations

### Common recommendations in addressing issues and opportunities for greater responsible business practices

The Australian Government can encourage responsible business practice among SMEs and industry sectors more broadly. Some common key recommendations that are broadly consistent across each of the roadmaps include:

1. Responsible business practice investment and incentives
  - facilitate public sector investment in flexibly delivered responsible business practice training packages and educational resources to promote innovation, understanding of sustainability principles and practice and technical processes. Invest in programs to develop sustainable infrastructure, communities, including retro-fitting and green buildings and production facilities.
  - introduce subsidies and incentives including grants, and tax breaks to encourage sustainable and innovative business practice. Where minimum standards are required in certain sectors, it is essential that those regulations support and complement responsible business practice incentives.
- 2. Information and resources**
  - develop resources, tools and technical assistance on existing and emerging sustainability products, processes and certification programs.
  - establish a verified central library for publicly available information and references which are independently tested/verified and answers questions such as: How is the product made and what organisation is behind it? What is the embedded energy of a product and the likely CO2 emissions resulting from transportation of these from various parts of the world? What are the environmental and social considerations per product group? Best practice case studies and problem identification would be very helpful as well. It is also valuable to read about other people's experiences with a certain product. Existing web 2.0 technologies can easily facilitate the development of such a resource.
- 3. National responsible business practice agency.**
  - establish a National responsible business practice agency that would have responsibility for implementing mandatory sustainable business regulations and reporting, strengthening voluntary mechanisms, developing and disseminating tools and resources, sustainable procurement policy and practice, and influencing the development of sustainable business subsidies and incentives. The agency could also facilitate increased engagement and collaboration with SMEs and the business community to support and build capacity to deliver more sustainable outcomes along the whole of a sector or product supply chain.
- 4. Consistent responsible business practice criteria and national labelling schemes**
  - develop national, industry specific, sustainability rating and labelling schemes and legislation to promote informed consumption and practices, and reduce the regulatory burden for SMEs. Ensure new initiatives do not erode existing local and state government legislation or voluntary initiatives.

- create consistency with sustainability criteria in all government departments. Align the different systems and variations in all levels of government, but also between departments. The same applies to the differences in requirements between councils. There should be clear criteria and incentives for innovative/ sustainable products that benefit public good.

## Sector specific findings and recommendations

### **The sustainable building**

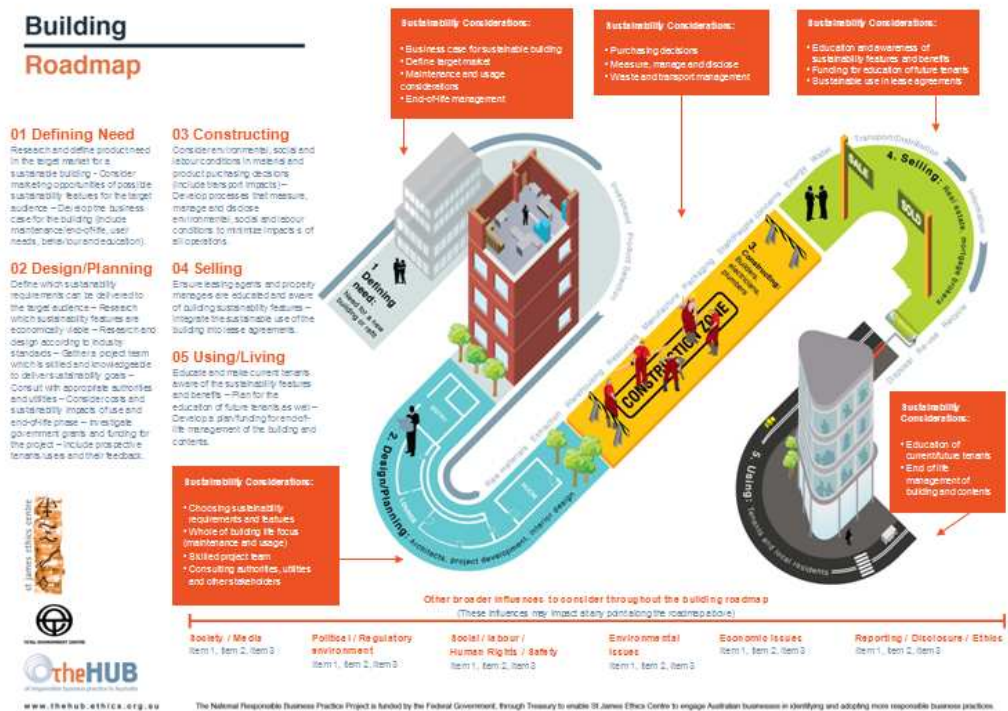
Through the road mapping process one building's case study was investigated through planning, designing, approving, constructing and using phase. The research project developed advice and guidelines to encourage sustainability practices for environmental and social gain in the building industry, especially for SMEs.

Sustainability poses both a risk and an opportunity for the building sector due to increasing resource and energy costs; increased pressure for corporate responsibility from investors through large property portfolios; and concerns around long term viability of building stock in the market place. The commercial building sector can provide opportunity for green jobs and skills growth as well as significant cuts to energy and water consumption.

The research found that the market and regulatory landscape does little yet to support or encourage responsible SMEs in the building and property sector. The main challenges and barriers of the project were caused as a result of several sustainability characteristics deviating from existing norms and systems within authorities and utilities, costs of sustainability features proved to be higher than expected. Smaller commercial buildings with significant sustainability features currently do not have a business case in Australia. Understanding and including user knowledge and behaviour are prerequisites to achieving sustainable outcomes that are designed and planned.

Building projects are becoming more complex due to increased regulation, a lack of cohesive regulatory systems and different, competing voluntary ratings tools - that can be both costly and challenging to access. The number of diverse expert professionals required to meet project development requirements increases costs and complexity associated with the development process. There is a lack of independently verified product information on new technologies and government at all levels are not well equipped to support knowledge transfer and innovation, often lacking systems to deal with new technology. Linking sustainability performance indicators of project team to payment on meeting sustainability objectives would encourage clear delivery of jointly understood sustainability outcomes. Technological solutions require support of long term management plans to achieve sustainable outcomes.

# The building road map



Based on the research we formulated seven recommendations outlining how to progress further with sustainability in the building sector.

- balancing cultural, organisational and technical aspects:** to reach sustainable outcomes you need, next to designing and building more sustainable products, to include cultural and organisational embedding.
- verified central library:** there is a need in the market for publicly available information and references – independently tested and verified.
- one Government supported rating scheme:** there should be one government supported rating scheme, free and accessible to everyone, that encourages baseline performance.
- government regulation/incentives to raise the bar:** Federal Government needs to develop a cohesive system to raise the bar of the property industry on sustainable outcomes. An accessible flexible system with a clear process of regulation, incentives and grants should encourage better performance.
- create consistency with sustainability criteria in councils, government(s) departments and utilities:** harmonise the different systems and variations in all states, but also between departments. The same should happen with differences in requirements within councils.

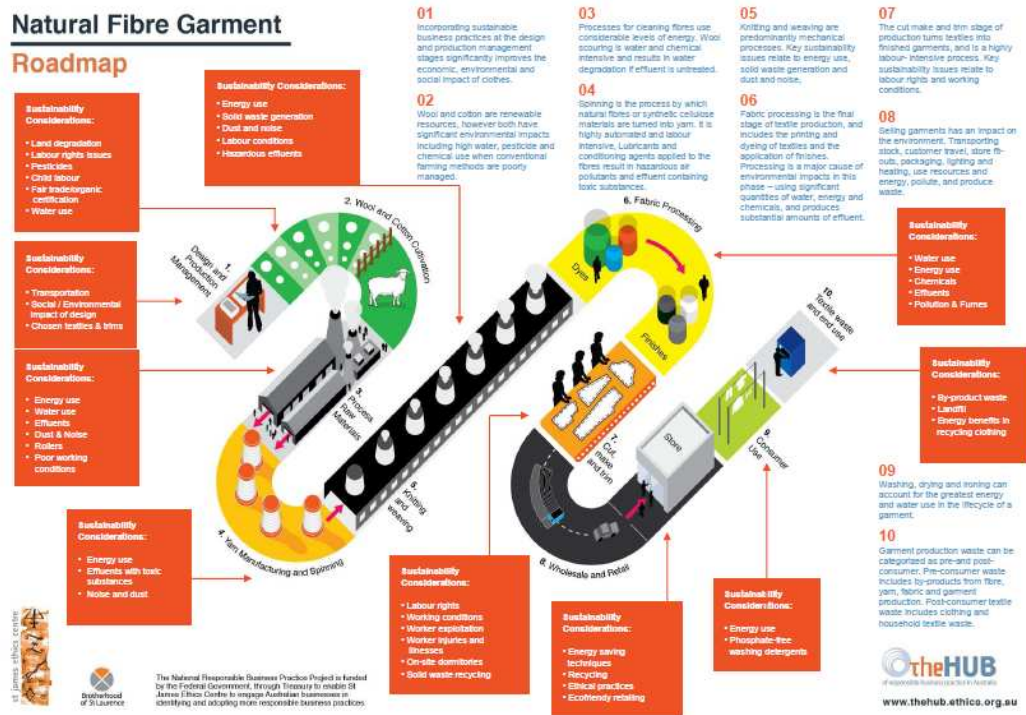
- engage early on with the broader supply chain:** sustainable developments require a different management approach compared to traditional developments; they require a more whole-of-supply-chain approach.
- understand and commit to the business case for sustainability and its project objectives:** the business case for sustainable features of the building should be well developed and driven by the developer/client. Inclusion of researched costs of life cycle should be included while building the risk assessment and business case.

Further details can be found in the Sustainable Buildings product roadmap report available to download from the HUB website: [http://thehub.ethics.org.au/sme/sector\\_product\\_roadmaps](http://thehub.ethics.org.au/sme/sector_product_roadmaps)

### The sustainable garment

The garment roadmap identified Gorman, the company selected to study, as leading the way in the SME garment sector, in both sustainability commitments and practice. It did, however, identify scope for Gorman to strengthen their initiatives through a more systematic and verifiable approach, particularly regarding labour practices in both Australia and overseas.

### The garment roadmap



The roadmap confirmed there is no quick fix to produce the ultimate sustainable garment. The global trend for “fast fashion”, and reliance of mainstream consumers to pay a premium for

“ethical fashion”, limits responsible business practice in a highly competitive sector. Further, consideration of water, energy, and pesticide use is critical, as is the effect of processing on the natural environment and health of workers, local communities and consumers.

Real gains can be made from embedding sustainability principles at the design stage of production. For example, the choice of fibres and textiles, the development of organic fashion collections, and the sourcing of textiles with environmental certification. While this does not address all sustainability issues, it does reduce adverse environmental impacts. In retail, smart use of lighting and heating in-store can afford energy savings and create “green jobs” through retro-fitting.

The responsible management of labour rights—hours, wages, occupational health and safety, exposure to harmful chemicals, dust, noise and fumes, as well as the right to join a union and collectively bargain for decent work—remains the greatest challenge for SMEs, particularly when production occurs in multiple locations. Voluntary initiatives— such as SA 8000, the Homeworkers Code of Practice, the OECD Guidelines for Multinational Enterprises and the Ethical Trading Initiative—can assist in incremental improvements, but are not an alternative to compliance with national laws and international standards.

The Gorman roadmap confirmed that direct, long-term stable relationships, through a vertically integrated business model were highly effective. Further, collaboration with suppliers can contribute to sustainable product innovation and long-term business viability.

There is a small but growing consumer interest in “ethical fashion”, although higher costs, and lack of confidence in the integrity of some labelling and certification schemes, are a challenge to be overcome.

Given the complexity of the supply chain, a multidimensional approach is required to drive responsible business practice. Opportunities exist for government to lend support through not only incentives, but also robust and enforceable regulation, and the development of sector specific tools, resources and a garment labelling scheme that addresses sustainability impacts throughout the supply chain, in both Australia and abroad.

The Gorman product roadmap identified significant opportunities for the Australian government to design innovative policy initiatives to strengthen the Australian garment sector’s capacity to operate in a sustainable and responsible manner. It is recommended the Australian Government:

1. develop resources, tools and technical assistance on existing and emerging sustainable fibres, production processes and certification programs. This would include their potential use in the clothing sector, and an assessment of their environmental and social sustainability impacts.

2. facilitate public sector investment in flexibly delivered training packages and educational resources to build skills and technical capacity to improve sustainable design and manufacturing in the garment sector.
3. create "green-jobs" through retail retro-fitting initiatives and access to environmental consultants with expertise in SME manufacturing and retail.
4. introduce measures like the EU REACH legislation to regulate the use of chemicals, including in imported clothes.
5. review programs such as the TCF Assistance Packages, Austrade administered Export Market Development Grants (EMDG) and AusIndustry Enterprise Connect, to ensure funding eligibility criteria is based on responsible business principles.
6. implement the 2008 Australian TCF Review recommendation to establish a TCF Innovation Council ensuring the Council's terms of reference include social and environmental sustainability, and Council membership includes individuals and organisations with experience in this area.
7. establish an Ethical Quality Mark for the Australian garment industry ensuring that the mark encompasses both Australian and International sourcing, and includes information on country of origin.

Further details can be found in the Sustainable Garments product roadmap 'Travelling Textiles' report available to download from the HUB website:

[http://thehub.ethics.org.au/sme/sector\\_product\\_roadmaps](http://thehub.ethics.org.au/sme/sector_product_roadmaps)

### **The sustainable potato**

The Potato Roadmap investigates a famous staple food for various reasons which formed the basis for developing a benchmark pilot roadmap with particular focus on Australian SMEs. Potatoes are the most important Australian vegetable, both by value produced (AU\$515 million in 2007) and area planted (35,000 hectares on average today). In all its varieties potatoes are a part of almost every Australian diet. Taking longer to grow than the average vegetable, water and fertiliser efficiency play a greater role. Also, the fact that in a relatively geographically confined market (i.e. Most of Australia's production is consumed in Australia) around fifty-six per cent of Australian grown potatoes are processed, whilst thirty-six per cent are sold fresh, both paths were investigated.

Due to numerous generic considerations, particularly in the retail sector, a number of the findings of the roadmap may translate similarly to other food industries in Australia. It is believed that further roadmaps will assist the development of a nationally recognised methodology for measuring and monitoring sustainability performance of food and other products – a key recommendation of the potato roadmap report.

Identifying sustainability issues in the potato industry is still in the relatively early stages. This has made collection of specific environmental data such as greenhouse gas emissions across the supply chain a key challenge for the Potato Roadmap. It is hoped that ensuing dialogue from this Report will further raise awareness for growers, producers and consumers to affect better understanding and encourage industry leadership towards more sustainable practices.

# The potato roadmap

## Potato

### Roadmap

#### 01 Decision

At this crucial stage it is important for retailers, processors and farmers to decide together on what crops should be grown.

#### 02 Growing

Collaboration between processors, retailers and farmers helps alleviate many environmental and social challenges inherent to the growing stage, such as farm succession.

#### 03 Processing

Fresh potatoes – if washed, polished and packaged – can have a comparable environmental impact as potatoes processed into chips and crisps.

#### 04 Distribution

In Australia, emissions intensive chilled trucks are the most widely used method of transport for food products, in addition to ships.

#### 05 Retail / Consumption

A better understanding of sustainability impacts across the supply chain is necessary for more informed purchasing decisions.

#### 06 Post-Consumption

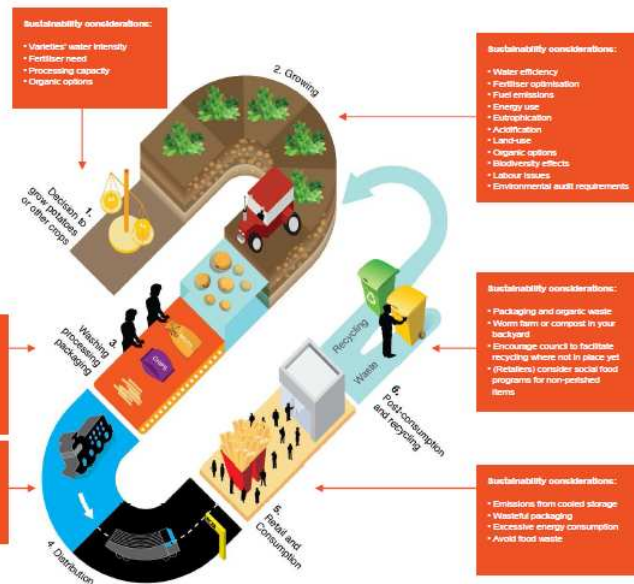
Recycling of both organic and packaging waste has the potential to substantially decrease a food's environmental footprint.

#### Sustainability considerations:

- Non-optimised energy use and related emissions
- Water recycling and reuse
- Waste disposal
- Recycle organic waste
- Optimised packaging design
- Recyclability of packaging

#### Sustainability considerations:

- Optimise distribution
- Avoid empty runs
- Consider expanding national railway system to allow for a more sustainable transportation



The National Responsible Business Practices Project is funded by the Federal Government, through Treasury to enable St James Ethics Centre to engage Australian businesses in identifying and adopting more responsible business practices.



www.thehub.ethics.org.au

Inefficient distribution of water, suboptimal use of fertiliser, non-optimised transportation, lavish packaging - particularly for processed potato products, little consideration for energy efficiency, relatively few recycling efforts and only a negligible proportion of consumers including environmental and social considerations into their purchasing decisions suggest a need for substantial changes in the potato supply chain to increase sustainability and assure its long-term survival. These changes are required in production and management systems, supply chain interaction, infrastructure, product marketing, company's aspirations and the way we as a society deal with the scarcity of natural resources to meet the needs of the present without compromising the ability of future generations to meet their own needs. These changes will need to include the widespread selection of more sustainable product choices and require actions by Australian consumers, the private sector and the Government.

Innovative policy initiatives should encourage all organisations along the potato supply chain to undertake their business practices in a way that has as little adverse environmental and social implications as economically possible. Within this framework, the Potato Roadmap informed the following eight recommendations for Government.

1. **Green Commitment:** Encourage sustainable business practices assisted by tax breaks and subsidies for more sustainable production processes.

2. **Green Energy:** Assist the green industry in overcoming initial set-up costs and invest in solar, wind, geothermal and other renewable energy sectors, energy efficiency initiatives, green buildings and retrofitting of buildings to achieve better environmental efficiency and create new jobs whilst foster local expertise.
3. **Carbon Economy:** Put a price on greenhouse gas emissions and assist food and other industries in the transition to a low carbon economy.
4. **Water Efficiency:** Modernise Australian irrigation and increase water use efficiency. Further research into more efficient irrigation technology and management is required.
5. **Research & Development:** Assist SMEs with product innovation – specifically with regards to providing more clarity around organic farming, genetic modification and sustainable packaging solutions.
6. **Sustainability Agency:** Establish an agency with a sector-view mandate that continuously engages supply chain participants and provides ongoing policy recommendations, develops and disseminates tools to assist sustainable supply chains.
7. **Consumer Awareness:** Raise consumer awareness and consider establishing and monitoring a nationally recognised label providing information on a product's sustainability impact.
8. **Waste Management:** Increase post-consumption recycling facilities on a council level and continue supporting the National Packaging Covenant.

Further details can be found in the Potato product roadmap report available to download from the HUB website: [http://thehub.ethics.org.au/sme/sector\\_product\\_roadmaps](http://thehub.ethics.org.au/sme/sector_product_roadmaps)

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