

Q&A

WITH FOUR STARS OF SUSTAINABILITY By Angela Kryhul



JOAN PATTERSON



STEVEN SAGE



KIM RAPAGNA



MARGARET HUDSON

Joan Patterson
Communications and Corporate Affairs Leader
Heinz Canada, Toronto, Ont.

What is the depth of your involvement in sustainability programs at Heinz?
I sit on the Global Sustainability Council at H.J. Heinz in Pittsburgh, and I'm the co-lead for Heinz Canada's sustainability initiatives. My scope with Heinz is quite broad, which helps me be successful in the sustainability role.

Once management has endorsed an initiative, what do you think are the biggest challenges to effecting change within an organization?
Any time you have an initiative that's driven from the top down it's difficult to get anything done if

Before joining Heinz in 2006, Joan held communications positions with Hudson's Bay Company, Robin Hood Multifoods and Loblaw Companies. Joan is a graduate of the Richard Ivey School of Business at the University of Western Ontario.

you don't ensure that it's part of your culture and is important to individual employees. Sustainability has always been embedded in our operational standards and in our cultural fabric.

What accomplishment (within your current portfolio) are you most proud of?
There are two. First, we share with growers, all over the world, our proprietary Heinz seed, which is more drought-tolerant and disease-resistant, and we teach sustainable agricultural practices. The other is our Heinz Micronutrient Campaign. Since 2001, we've worked with NGO partners and

government agencies to provide supplements to about 3.5 million children in 15 different countries.

What's the "Next Big Thing" that businesses will be facing in the area of sustainability?
Globally, I think the big issue is clean water, but here in Canada what continues to be the "big thing" is packaging reduction and recyclability. Our industry is struggling with trying to find alternative renewable sources of energy that are viable for manufacturing operations.

Steven Sage
Vice-President, Sustainability and Innovation
Kruger Inc., Mississauga, Ont.

Why did you choose sustainability as a career option?
Sustainability chose me! Kruger had identified sustainability as a key initiative in 2008. I sought a role at Kruger, and my senior-level industry experience was considered an asset which could best be deployed by creating and implementing a sustainable development plan for the company.

Once management has endorsed an initiative, what do you think are the biggest challenges to effecting change within an organization?
It's easy to rally around an initiative that improves environmental performance, community

Before joining Kruger two years ago, Steven held several senior roles at Georgia-Pacific Corp. in Atlanta. He has a BA from Iowa State University and an MBA from Emory University.

involvement and operating costs. Early results are relatively easy to achieve and to identify the benefits. Maintaining focus, momentum and commitment as the opportunities become more difficult to achieve is key for someone leading an organization's sustainability efforts.

What accomplishment (within your current portfolio) are you most proud of?
I'm most proud of launching our first sustainable development plan, Sustainability 2015 (sustainability2015.ca). In 2010, leading our efforts to become the first Canadian tissue manufacturer to achieve Forest Stewardship Council certification,

as well as releasing our first public results as a privately held company.

What's the "Next Big Thing" that businesses will be facing in the area of sustainability?
I believe there's still tremendous opportunity for retailers and manufacturers to work together to find win-win sustainability solutions in the areas of logistics, packaging and product put-ups. There's tremendous opportunity for educating consumers about the benefits of purchasing more environmentally responsible products. Globally, I think that sustainable water management will become increasingly more important.

Kim Rapagna
Senior Manager, Sustainability
Kraft Foods Canada, Toronto, Ont.

Kim brought 12 years of experience in sustainability to Kraft when she joined the company three years ago. She holds a BA in Political Science and Community and Public Affairs from Concordia University.

Why did you choose sustainability as a career option?
Primarily for the opportunity to create change. We need a fundamental shift in how we do business to achieve true sustainability. Business can be a powerful catalyst for change, and leveraging that power to bring positive benefits – both to the businesses themselves and to the environment – intrigued me.

Once management has endorsed an initiative, what do you think are the biggest challenges to effecting change within an organization?
As with all large organizations, the biggest challenge is shifting sustainability from the

initiatives stage to integration into a company's culture. Embedding sustainability in all aspects of the business – from procurement to marketing to operations – allows the entire organization to rethink how they do business and move ideas and concepts forward. Critical to this is understanding who in the organization can work as a champion, and implement and integrate sustainability programs quickly and effectively.

What accomplishment (within your current portfolio) are you most proud of?
Over the past year, two stand out. The first is our LEED EB (manufacturing) certification for our coffee roasting facility in Oakville, Ont. This was

the ultimate example of teamwork, with expertise being shared across our global network. The other accomplishment is our innovative partnership with Bullfrog Power for Dad's cookies. Today, our entire Dad's baking and packaging lines are powered with 100 per cent green electricity and green gas.

What's the "Next Big Thing" that businesses will be facing in the area of sustainability?
Water. The need to manage this resource carefully is becoming increasingly urgent, as there are many sectors competing for its use.

Margaret Hudson
President
Burnbrae Farms Ltd., Mississauga, Ont.

The great-granddaughter of Joseph Hudson, who founded Burnbrae Farms in 1893, Margaret has been involved in the company for many years, and has been president since 2009. She holds a B.Sc. and an MBA from the University of Toronto. In 2011, Burnbrae Farms was named one of "Canada's 50 Best Managed Companies," by program partners Deloitte, CIBC, National Post, and Queen's School of Business.

Why is sustainability important to Burnbrae?
We've chosen to pursue sustainability initiatives for a number of reasons. The Hudson family believes in giving back to the communities in which we do business. We believe in the importance of preserving the earth's resources for future generations, and in the humane handling of our layer hens, while at the same time producing a safe and affordable high-quality protein food.

Once management has endorsed an initiative, what do you think are the biggest challenges to effecting change within an organization?
Things that we can do, as a family, are easier to execute. For example, putting in more energy-efficient lighting and equipment as we make capital improvements. It's harder when you need to

mobilize an entire company. We're looking at making behavioural changes, such as reducing energy usage, reducing paper use, and reducing chemical and water usage.

What accomplishment are you most proud of?
Working with the community of Brockville, Ont., our poultry people and equipment suppliers to build a henhouse for an orphanage in Belarus. The project provides the orphanage with agricultural skills, income and a source of food.

What's the "Next Big Thing" that businesses will be facing in the area of sustainability?
Animal welfare. Our industry is under scrutiny by animal activists. The Canadian egg industry has been very proactive . . . when it comes to balancing

bird needs with human needs, and we're working with animal welfare researchers and our customers . . . to look at housing systems for our birds. We're committed to providing choice to consumers and educating them about farming practices by working with Farm and Food Care Ontario. We're sponsoring information about free-run and free-range systems at www.farmissues.com, and we're using social media to direct consumers to the site.

