

# National Index on Agri-Food Performance



May 2022 | **Phase 2C Final Report** | Part 3

## HIGHLIGHTS OF PROJECTS

**Poised to Showcase Canada's Agriculture  
and Food Sustainability Credentials**

[agrifoodindex.ca](http://agrifoodindex.ca)

# National Index on Agri-Food Performance



## About Phase 2C Final Report Publications

The final report of phase 2C (October 2021 to May 2022) of the National Index on Agri-Food Performance has four parts, separately published:

### Part 1 | SYNTHESIS OF RESULTS

Key messages, synthesis of results, next steps and detailed acknowledgements of the funders, governance, partners, and people involved in this work.

### Part 2 | INDEX INDICATORS

Process/methodology overview and details on Index indicators (Figure 1).

### Part 3 | HIGHLIGHTS OF PROJECTS

Summaries of most projects; highlights of what is pertinent to inform the Index and future work.

### Part 4 | RESEARCH PAPERS

Three papers on policy, consumer trust, and ESG (environment, social, governance) factors.

## INVESTOR ACKNOWLEDGEMENTS



**Protein Industries Canada's Capacity Building Program for Phase 2C (Oct 2021–May 2022).**

*All partners have contributed financial and/or in-kind support for the National Index initiative across each phase of work since 2020.*



## FOR INFORMATION

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# 1. WHAT THE INDEX IS ABOUT

This report summarizes work undertaken from October 2021 to May 2022 to develop Canada’s first agri-food sustainability index, the proposed National Index on Agri-Food Performance (the “Index”).<sup>1</sup>

## PARTNERS

The Index is the outcome of a private–public partnership, now counting some 86 partners, including agri-food associations, companies, social, environmental and Indigenous NGOs, academia, innovation organizations, financial institutions, federal and provincial governments, and municipal initiatives, among others. (See acknowledgements for the partner list and funders).

## TOP-LINE RESULT

The partners developed a list of draft indicators to measure sustainability performance from agricultural production to food retail. Its scope includes four sustainability blocks: Environment, Food Integrity (including food safety), Economic, and Societal Well-Being (see Figure 1). This part 3 of the final report on the phase summarizes the analysis and research undertaken to improve Index design and consider how best to leverage value from it. Pertinent findings have been extracted from this report to inform the synthesis of results in part 1.

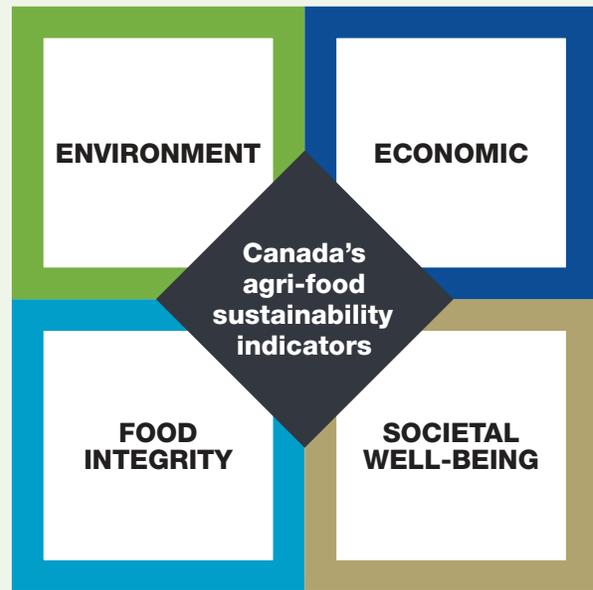


Figure 1. Four sustainability blocks of the proposed National Index on Agri-Food Performance

<sup>1</sup> The Index is currently conceptual and is being proposed by the partners. All references to “the Index” imply that it is a work-in-progress.

# 2. HIGHLIGHTS OF WORK AND OUTCOMES

## I. PROJECTS UNDERTAKEN IN THIS PHASE

A series of projects were undertaken in the phase to develop the Index, as presented in Figure 2.

Projects are arranged in three groups:

- **Projects 1, 2 and 3** focus on data, benchmarking and operationalizing the Index. Project 1 addresses indicator development. Project 2 considers how to share data to enhance metrics quality in the future. Project 3 is about global experts’ feedback on Index design, the benchmarking approach and governance.
- **Projects 4, 5, and 6** are policy and marketplace research papers. They largely inform how the Index might be best leveraged and offer some input on Index development.
- **Projects 7, 8, and 9** are focused on communicating the work.

Summaries of projects 1-6 are elaborated upon ahead.

| PHASE 2C OVERVIEW  |   |  |
|--|---|--|
| PROJECTS   | DESIRED OUTCOMES  | OUTPUT & REPORTING   |
| <p><b>Index indicators, data &amp; benchmarks</b></p> <ul style="list-style-type: none"> <li>1. Indicator development &amp; academic reviews</li> <li>2. Data platforms</li> <li>3. Global organizations’ reviews &amp; governance assessment</li> </ul> | <ul style="list-style-type: none"> <li>• Develop the proposed Index.</li> <li>• Seek out critical review to improve Index.</li> <li>• Develop roadmaps for treating data gathering and governance.</li> <li>• Enable the pilot (next phase).</li> </ul> | <ul style="list-style-type: none"> <li>• Index indicators published as final report, part 2.</li> <li>• Unpublished conclusions from data platforms, academic &amp; global reviews, and governance embedded in the final report, parts 1 &amp; 3.</li> <li>• Reviews inform Index design, part 2 and summarized in part 3.</li> </ul>                |
| <p><b>Policy &amp; marketplace research</b></p> <ul style="list-style-type: none"> <li>4. Policy ecosystem</li> <li>5. Consumer trust</li> <li>6. ESG factors</li> </ul>   | <ul style="list-style-type: none"> <li>• Show prospective value and limitations of the Index &amp; better benchmarking.</li> <li>• Inform Index design.</li> </ul>  | <ul style="list-style-type: none"> <li>• Each research paper is separately published as final report, part 4.</li> <li>• Key ideas and conclusions also inform the final report, parts 1 &amp; 3.</li> </ul>   |
| <p><b>Communications &amp; engagement</b></p> <ul style="list-style-type: none"> <li>7. Final report</li> <li>8. Outreach</li> <li>9. Website</li> </ul>   | <ul style="list-style-type: none"> <li>• Attract partners.</li> <li>• Build momentum for Index.</li> <li>• Launch first website: agrifoodindex.ca</li> <li>• Enable the next phase.</li> </ul>  | <ul style="list-style-type: none"> <li>• The final report published as:               <ul style="list-style-type: none"> <li>o Part 1: Synthesis of results</li> <li>o Part 2: Index indicators</li> <li>o Part 3: Highlights of projects</li> <li>o Part 4: Research papers</li> </ul> </li> <li>• Targeted initial outreach on results.</li> </ul> |

Figure 2. Overview of projects, desired outcomes & reporting

## II. PROJECT 1A, 1B, 1C, 1D: OVERVIEW OF DATA/METRIC OPPORTUNITIES FOR THE INDEX

### Key question

What are the optimum measures to demonstrate agriculture and food leadership and to mark progress across the four blocks of sustainability (i.e., Environment, Food Integrity, Economic, and Societal Well-Being)?

### Key conclusions

Presenting a holistic view of sustainability requires 20 indicators, 50 sub-indicators, and over 110 metrics. One positive and unforeseen outcome of developing this work was achieving broad alignment among diverse partners on the data gaps and needed new metrics to address them. This suggests that a broader public-private “data/metrics strategy” may be beneficial to improve benchmarking going forward. However, the investment and capacity required to follow through on this was not considered (nor an objective of this work).

#### 1. GOOD DATA AND QUALITY METRICS ARE AN ISSUE

- While considerable data is available for certain indicators, there is a lack of quality data and outcomes-based metrics to report on every indicator.
- Expectations for better sustainability performance data from society and the marketplace is, simply, moving ahead faster than current data capacity across the food system.
- As a result of these data gaps, the pilot’s scope will be somewhat narrower. (See next steps in final report, part 1.)

#### 2. DATA GAPS

- Data gaps occur across all four sustainability blocks, such as for:
  - **Environment:** GHGs, water, biodiversity, pesticides, fertilizer, plastics & packaging
  - **Food Integrity:** Indigenous country foods
  - **Economic:** innovation, sustainable finance
  - **Societal Well-Being:** workplace inclusivity, Indigenous food strategies

#### 3. BETTER METRICS PRESENT OPPORTUNITIES

**OPPORTUNITY 1 | AGREEING ON THE INDICATORS:** The Index brings together for the first time a reasonably complete list of indicators to express the sector’s sustainability credentials.

**OPPORTUNITY 2 | AGREEING ON THE GAPS:** Getting consensus amongst food system players about the existence and listing of key data gaps is also a first. (See final report, part 2.)

**OPPORTUNITY 3 | AGREEING ON NEEDED NEW METRICS:** Partners worked together to identify potential metrics to better measure, for instance, biodiversity, pesticide and fertilizer use. While funding is needed to act on these metrics, the Index process facilitated this significant collaboration.

**OPPORTUNITY 4 | ENABLING A SUSTAINABILITY NARRATIVE:** Ultimately, having better agri-food metrics from multiple sources would enable telling Canada’s sustainability story.

**NOTE: Part 2** of this final report details the Index indicators – i.e., reporting on projects **1A: Environment**, **1B: Food Integrity**, **1C: Economic**, and **1D: Societal Well-Being**.

# III. PROJECT 1E: CANADIAN ACADEMIC REVIEWS OF THE INDICATORS

## Key question

Are the draft Index indicators a relevant, credible and useful representation of Canada’s agri-food sustainability credentials?

## Summary

Academics from nine universities reviewed initial drafts of the indicators of the four sustainability blocks. The experts offered detailed observations and corrections. Their feedback was duly considered by the relevant working groups, prompting dialogues among the partners and changes being made to the content. (As well, a number of points have been addressed in the question-and-answer portion of the final report part 1, section 2.)

Highlights of the suggestions spanned key themes:

### 1. CLARIFYING THE INTENT

- Clarify who is the primary audience for the Index.
- Clarify what parts of the broad food sector is being measured.
- Acknowledge that issues can be cross-cutting (e.g., climate change can impact environment and human health issues).
- The Index needs to be holistic in its approach to measure sustainability improvement (including social and environmental).

### 2. ENSURING CREDIBILITY

- Ensure that claims or assertions about Canada’s sustainability performance do not only emphasize what is positive.
- Better reference credible sources where statements are made about sustainability leadership.

- Encourage the need to be more inclusive in what is being measured, such as under-represented populations for some social indicators and more metrics on animal agriculture.
- Encourage more diverse partners to be included given the number of industry partners.
- Be aware that metrics on self-regulated actions may attract criticism (vs. where only regulated actions are seen as credible).

### 3. IMPROVING MEASUREMENTS

- Identify data gaps needed to populate metrics; improve clarity of measurement units.
- Identify the inadequacy of some metrics to provide useful insights; some unevenness in measuring sub-sectors (such as processing and retail versus more extensive coverage of production); technical feedback to improve what is being measured.
- Identify the complexity of some proposed metrics and being able to harness the data to address some sub-indicators.

**Reviewers from:** Dalhousie University, McGill University, Université de Montréal, University of British Columbia, University of Calgary, University of Guelph, University of Manitoba, University of Prince Edward Island, University of Saskatchewan (see acknowledgements for reviewer details).

Conclusions from this work are not published separately and are incorporated into this final report.

## IV. PROJECT 2: DATA PLATFORMS ROADMAP

### Key question

How can the index ultimately roll-up data and metrics (from non-federal sources) to enhance sustainability reporting?

### Key conclusions

Integrating metrics from a variety of non-federal sources could help fill data gaps to provide a more comprehensive profile of Canada's agri-food sustainability performance. However, fully assessing those gaps and making the case for aggregating data requires a clear process to do this efficiently and properly as part of future Index work.

#### 1. ADVISORY GROUP TO ASSESS DATA GAPS & NEEDS ON AN ONGOING BASIS

- Establish an advisory group, working in consultation with stakeholders, to determine data gaps and metrics needs on an on-going basis. This group would need to be supported as part of the Index's formal governance process. It would make recommendations on how to develop a sound data management system to collect, manage, store and report on data.
- This advisory group should be constituted with trusted food system thought leaders who can garner the respect of the sector and show by example that data-sharing to improve the sustainability picture is mutually valuable, for industry and nationally.
- Currently, there is no mechanism or protocol to consolidate relevant metrics and navigate through issues that can arise (comparability, data quality differences, etc.).

#### 2. DATA TYPE & CATEGORIZATION

- A guidance document would support this advisory group's work. Categorizing data to roll up into the Index would enable communication with industry and food system players. Being publicly available, such guidance is informed by principles, including:
  - Seek out data that is of high quality, balanced and meaningful
  - Align with existing national and global initiatives
  - Use existing frameworks whenever appropriate

#### 3. TRUSTED DATA MANAGEMENT PROCESS

- A trusted data management system is needed to establish the steps to ensure data security, privacy, and data integrity at every level. This could be enabled by:
  - **A publicly available data sharing and reporting protocol** would establish clear guidance, or even a baseline standard, to define terms, outline the governance process, and the steps to share and report data to be rolled up into the Index. Participation in this protocol would be voluntary.
  - **Forming an additional external advisory group** (separate from above) made up of global experts or other domestic experts to provide occasional advice.
  - **Determine how data system processes can be verified** to add credibility.

**Consultant:** Groupe AGÉCO

Conclusions from this work are not published separately and are incorporated into this final report.

## V. PROJECT 3A: GLOBAL ORGANIZATIONS' REVIEWS

### Key question

Is Canada's emerging Index credible to a global audience?

### Summary

Organizations involved in global agri-food policy, standards and benchmarking reviewed the draft indicators. While complementing the intent and direction, they offered detailed feedback on content. This was duly considered by each respective working group and resulted in changes being made (not referenced here). The organizations also made several key general observations, summarized below (some of which has also been addressed in the final report part 1, section 2.)

#### 1. CLARIFY INTENT

- Clarify the audience target (domestic or global?), who is commissioning this work (government or industry?) and how this work will affect companies or organizations (i.e., be used to assess their own sustainability performance or to directly benchmark companies?).
- Intended scope was questioned (e.g., benchmarking the food sector or the food system?), measuring Canada's supply chain impacts abroad or not, and why the Index reports on sustainability in four categories (not three).
- Ultimately, credibility will be based on "moving the needle" on sustainability.
- Ideas were offered to broaden Index use, such as accounting for trade-offs among indicators and measuring how the sector is adapting to climate change.

#### 2. GOVERNANCE

- Credibility hinges on "who decides" on the choice of indicators, who submits and verifies the data (government is seen as more trusted than industry), and whether stakeholders are adequately represented.
- To avoid greenwashing and selection biases, clear criteria is needed to inform the Index.
- Collaborate with credible agencies (Statistics Canada) to ensure robustness of metrics.
- A specific Index indicator could be devoted to good governance practices.

#### 3. GLOBAL ALIGNMENT

- Align with global indices and standards to improve Index legitimacy. A "made in Canada index" would benefit from using global terminology to enable comparability.
- Align with sustainability goals and laws of global interest (e.g., child labour).

#### 4. TONE

- Credibility depends on being neutral in tone and supporting performance statements (claims).
- Declarations of sustainability leadership can be off-putting.

**Reviewers:** Global Alliance for the Future of Food, Global Reporting Initiative, Food and Agriculture Organization, World Benchmarking Alliance, World Business Council on Sustainable Development

**Consultant:** Groupe AGÉCO

Conclusions from this work are not published separately and are incorporated into this final report.

# VI. PROJECT 3B: GLOBAL GOVERNANCE ROADMAP

## Key question

What global governance processes and practices could be adopted to enhance the credibility of Canada's Index?

## Key conclusions

As the Index evolves, so too must its governance processes and practices. This tenet was the conclusion of a high-level assessment of governance among global sustainability schemes and interviews with several global organizations. A “governance roadmap” is presented as a checklist of actions to review and step-up practices. (See roadmap, section 2, final report, part 1.)

### 1. NO ONE GLOBAL PLAYBOOK BUT SHARED CRITERIA

- Importantly, there is no agreed upon global template for measuring a country's sustainable food system. Global governance practices vary. While they do have their respective proprietary requirements or approaches, there is no one globally accepted route to address governance. Practices can be tailored.
- There are common good governance attributes shared by many global players which, when taken together, could guide Canada's approach. Adapting and adhering to these matters and being transparent about doing so could enhance the Index's credibility, here and abroad.
- The input has been distilled into a proposed roadmap, tailored to Canada's context. Thirteen criteria across five priorities show how meeting governance expectations can be addressed with increasing ambition or stringency as the Index matures (see final report, part 1).

### 2. PRIORITIES & CRITERIA FOR A GOVERNANCE ROADMAP

- Five priorities inform thirteen criteria (each with levels of governance practices, not shown):
  - **Governance management:** strategic plan, structure, resourced
  - **Communication:** internal and external, accessibility
  - **Consultation and outreach:** partner engagement, stakeholder engagement
  - **Benchmarking:** metrics improvement, efficiency of data collection, comparability and use
  - **Review and verify:** feasibility, process review, content review

**Input sourced from:** International Social and Environmental Accreditation and Labelling (ISEAL) Alliance, Standards Council of Canada, Global Open Data for Agriculture and Nutrition (Godan), Bord Bia (Irish Food Board), Global Alliance for the Future of Food, Global Reporting Initiative, Food and Agriculture Organization, SAI Platform, World Benchmarking Alliance, World Business Council on Sustainable Development

**Consultant:** Viresco Solutions, with input from Groupe AGÉCO

Conclusions from this work are not published separately and are incorporated into this final report.

## VII. PROJECT 4: POLICY ECOSYSTEM IMPLICATIONS

### Key question

How could the Index be used to inform policy?

### Key conclusions

By enabling a common approach to measure sustainability priorities, the Index could become a key tool to inform major policy dialogues that increasingly preoccupy governments and the food system – but also has limitations. This was considered for: federal-provincial-territorial (FPT) agriculture policy frameworks, trade/market access, social policy, and innovation.

#### 1. CANADIAN AGRICULTURAL & FOOD POLICY FRAMEWORKS – HIGH POTENTIAL

- In late 2021, FPT governments committed to a vision for Canada to be a “a world leader in sustainable agriculture and agri-food production”. Delivering on this vision includes addressing climate change, biodiversity, and a breadth of environmental, economic, and social impacts of agriculture and agri-food production. The Index could offer a baseline and serve as a benchmark by providing common language to measure these outcomes, help build on targets, align strategy, and frame policy dialogues at a high level. However, a lack of granular data on a regional, commodity or sub-sector basis would realistically constrain the Index’s utility.

#### 2. TRADE AND MARKET ACCESS – HIGH POTENTIAL

- The Index could be a valuable tool for supporting international trade advocacy and negotiations. It may help resolve market access barrier issues where sustainability is in question even if the data is not completely comparable with other sustainability measures.

- Demonstrating Canada’s ambitious sustainability credentials through evidence provided by the Index could also enable Canada’s competitive position at a time when other countries are actively promoting their sustainability credentials.

#### 3. SOCIAL POLICY – MEDIUM POTENTIAL

- Considerable labour metrics are now available across FPT jurisdictions (such specificity is needed to address regional and sector issues), but the Index could identify broader data and evidence gaps needed to elevate social policy priorities for the sector as a whole.

#### 4. INNOVATION – MEDIUM POTENTIAL

- Measuring innovation outcomes is inherently challenging. As such, the Index’s relevance can be increased by developing metrics that reflect enabling conditions and policies across disciplines (e.g., regulations, public/private R&D investments). The Index could occupy a key role as part of a sophisticated approach to ramp-up Canada’s agri-food innovation potential.

**Consultant:** Canadian Agri-Food Policy Institute

Paper separately published (part 4 of this phase’s final report):  
agrifoodindex.ca

## VIII. PROJECT 5: CONSUMER TRUST

### Key question

How could the Index be used to enhance consumer trust in food practices and the sector?

### Key conclusions

Consumer trust can only be improved if actions are consistent with people's core values. Reflecting Canadians' concerns about the food sector – such as relating to climate change and the environment – and properly addressing them in the Index should help build public trust.

#### 1. COLLABORATION MATTERS

- Canadians hold the entire food system responsible for providing transparent information to help make informed food decisions. The Index is an “excellent example” of the food system working pre-competitively to enhance transparency on issues consumers care about.

#### 2. EARNING TRUST IS ENABLED BY ADDRESSING TRANSPARENCY PRIORITIES – IN ORDER OF IMPORTANCE

- **Accuracy:** Canadians want assurances that the indicators have been developed with broad engagement, a basis to ensure information is and perceived to be truthful and objective
- **Clarity:** Be communicated in plain language. Be available on-line.
- **Motivation:** Industry participation in the Index demonstrates concern for the well-being of consumers and the environment, not just profit.
- **Disclosure:** Index provides an objective benchmark to track progress. Share positive and negative information.

- **Relevance:** Likely indicators important to consumers: climate change, food loss, packaging waste, food integrity, economic issues (being a major employer), food security.
- **Credibility:** Index provides an objective view of sustainability actions and progress.
- **Participation:** Receiving public feedback and acknowledging input would be meaningful.

#### 3. CAUTIONS

- **Consumers want more information, but marketing labels are not trusted:** Sustainability claims must be transparent and independently verified.
- **Consumers are price sensitive:** Concern that additional consumer costs associated with sustainability efforts can negatively impact demand for sustainable food.

**Consultant:** Canadian Centre for Food Integrity

Paper separately published (part 4 of this phase's final report): [agrifoodindex.ca](http://agrifoodindex.ca)

## IX. PROJECT 6: ACCESS TO CAPITAL / ESG FACTORS

### Key question

As ESG factors\* are increasingly deployed in capital markets, could the Index enable access to capital in the agri-food sector?

\*ESG: environment, social, and governance factors are used by financial intermediaries (banks, pension funds, other investors, etc.) to assess non-financial risks and opportunities of companies.

### Key conclusions

ESG is gaining prominence in capital markets. The Index could be used by financial intermediaries as a reference to consider relevant environmental, social, and governance (ESG) trends and inform materiality assessments at a high level across the agri-food sector. That said, by reporting on consolidated results, the Index does not measure individual company or farm ESG performance. The Index cannot be used by investors or lenders to directly determine capital decisions.

#### 1. KEY ESG TRENDS RELEVANT TO THE INDEX

- With ESG reporting now largely mainstream, it is conceivable that ESG assessments will become essential for companies to access capital from lenders, investors, and funders.
- Climate-related disclosures and the shift to a low-carbon economy dominate ESG reporting; the Index devotes a number of indicators to climate-related matters.
- ESG assessments can provide additional context for ratings agencies' analyses of companies (economy-wide) and contribute to a rating action. (Unknown is the Index's role on this.)
- Capital markets want better and comparable reporting. However, global ESG disclosures face major data gaps and limitations, echoing similar issues confronting the Index's development.

#### 2. THE INDEX COULD BE BROADLY RELEVANT TO CAPITAL MARKET PLAYERS

- For the first time, the Index proposes to present a list of sustainability priorities relevant to agri-food which also align with ESG. This could prompt companies and their supply chains to step up their own proprietary disclosures thereby better aligning with global ESG reporting formats.
- The broad trends and insights offered by the Index could inform how investors and lenders consider the materiality of systemic or macro risks facing the agri-food sector.
- Firm-level ESG assessments also include identifying opportunities to reduce costs and generate new revenue streams. How the Index reports on broad trends could add context.

#### 3. THE EVOLVING NATURE OF ESG COULD FURTHER ENHANCE THE VALUE OF THE INDEX

- ESG reporting is increasingly emphasizing outcomes-based results – also an Index priority.
- Social impact disclosures are of growing interest in capital market assessments. The Index devotes a range of indicators to diversity, equity and inclusion; better data will enhance this.
- To improve data quality, global ESG reporting is moving toward increased standardization. The Index may ready the sector for any future mandatory reporting, here and abroad.

**Consultant:** RealAlts

Paper separately published (part 4 of this phase's final report): [agrifoodindex.ca](http://agrifoodindex.ca)

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# 3. ACKNOWLEDGEMENTS

## I. FUNDING & IN-KIND SUPPORT

This work gratefully acknowledges:



- The financial support provided by Protein Industries Canada (PIC)'s Capacity Building Program
- Enabling the PIC application, Project co-leads: Global Institute for Food Security and Pulse Canada
- Additional funding for this phase of work from: Canadian Aquaculture Industry Alliance, Chicken Farmers of Canada, CropLife Canada, Enterprise Machine Intelligence & Learning Initiative, Farm Credit Canada, Fisheries Council of Canada, Food, Health, Consumer Products of Canada, Fruit & Vegetable Growers of Canada, Global Institute for Food Security, Nutrien, Pulse Canada, TrustBix Inc.
- Substantive in-kind support by all partners (see lists: partners and partner working groups)

## II. STEERING GROUP

Canadian Federation of Agriculture  
Canadian Produce Marketing Association  
Canadian Roundtable for Sustainable Beef  
Chicken Farmers of Canada  
CropLife Canada  
Fisheries Council of Canada  
Fruit & Vegetable Growers of Canada  
Global Institute for Food Security  
Pulse Canada  
Agriculture and Agri-Food Canada, *ex-officio*  
Environment and Climate Change Canada, *ex-officio*  
Statistics Canada, *ex-officio*

## III. PROJECT MANAGEMENT

David McInnes, Coordinator, National Index on Agri-Food Performance; and Principal, DMci Strategies  
Sharon Savoie, Financial Administrative Assistant

## IV. PARTNERS

Agriculture & Agri-Food Canada  
Alberta Agriculture, Forestry & Rural Economic  
Development  
Alberta Biodiversity Monitoring Institute, University of  
Alberta  
Alltech  
Arrell Food Institute, University of Guelph  
A&W Food Services of Canada Inc.  
Bayer Crop Science  
Bioenterprise Canada  
Birds Canada  
BMO  
Bonnefield Financial Inc.  
Canada Organic Trade Association  
Canadian Agricultural Human Resource Council  
Canadian Agri-Food Sustainability Initiative (CASI)  
Canadian Animal Health Institute  
Canadian Aquaculture Industry Alliance  
Canadian Canola Growers Association  
Canadian Federation of Agriculture  
Canadian Food Innovation Network  
Canadian Forage & Grasslands Association  
Canadian Produce Marketing Association  
Canadian Roundtable for Sustainable Beef (CRSB)  
Canadian Roundtable for Sustainable Crops (CRSC)  
Canadian Supply Chain Food Safety Coalition  
Canadian Wildlife Federation  
Catalyst Agri-Innovations Society  
Cereals Canada  
Chicken Farmers of Canada  
Cleanfarms  
Le Conseil de la transformation alimentaire du Québec  
(CTAQ)  
Corteva  
CropLife Canada  
Danone  
Dean's Council – Agriculture, Food & Veterinary  
Medicine  
Ducks Unlimited Canada  
EggTech Ltd.  
Enterprise Machine Intelligence & Learning Initiative  
(EMILI)  
Environment & Climate Change Canada  
Faculty of Health Sciences, University of Ottawa  
Farm Credit Canada  
Federated Co-operatives Limited  
Fertilizer Canada  
Field to Market Canada  
Fisheries Council of Canada  
Food & Beverage Canada  
Food & Beverage Manitoba  
Food Banks of Canada  
Food, Health & Consumer Products Canada  
Food Processing Skills Canada  
Fruit & Vegetable Growers of Canada  
Gaia Protein  
Genome Alberta  
Global Food Lead  
Global Institute for Food Security  
Greenfield Global  
Indigenous Works  
Innovation, Science & Economic Development Canada  
Lassonde  
Loblaw Companies Ltd.  
Manitoba Agriculture & Resource Development  
Maple Leaf Foods  
McGill University (Desautels Faculty of Management;  
Centre for Convergence of Health & Economics)  
Ministère de l'Agriculture, des Pêcheries et de  
l'Alimentation, Québec  
Ministry of Agriculture, Government of Saskatchewan  
National Research Council Canada  
National Zero Waste Council, an initiative of  
Metro Vancouver  
Nutrien  
Olds College (Alberta)  
Ontario Cattle Feeders' Association & Ontario  
Corn-Fed Beef  
Ontario Ministry of Agriculture, Food & Rural Affairs  
Osler Hoskin & Harcourt LLP  
Plant Nutrition Canada  
Protein Consortium (Manitoba)  
Protein Industries Canada  
Pulse Canada  
Regeneration Canada  
Retail Council of Canada  
Saskatchewan Flax Development Commission Board  
Second Harvest  
Smart Cities (Guelph-Wellington)  
Smart Prosperity Initiative, University of Ottawa  
Standards Council of Canada  
Statistics Canada  
Syngenta Canada  
Telus Agriculture  
TrustBIX Inc.  
Vineland Research & Innovation Centre

## V. PARTNER WORKING GROUPS (CO-LEADS)

For the complete list of members, refer to website: [agrifoodindex.ca](http://agrifoodindex.ca). (Other partners and invited stakeholders attended working group discussions, not included.)

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**Project 1A: Environment Indicators working group**  
Keith Currie (Canadian Federation of Agriculture),  
co-lead  
Paul Thoroughgood (Ducks Unlimited Canada), co-lead

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**Project 1B: Food Integrity Indicators working group**  
Monica Hadarits (Canadian Roundtable for Sustainable  
Beef), co-lead  
Jane Proctor (Canadian Produce Marketing  
Association), co-lead

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**Project 1C: Economic Indicators working group**  
Sav Bellissimo (Federated Co-operatives), co-lead  
Susie Miller (Canadian Roundtable for Sustainable  
Crops), co-lead

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**Project 1D: Societal Well-Being Indicators working  
group**  
Rebecca Lee (Fruit & Vegetable Growers of Canada),  
co-lead  
Patrick Verreault (Agriculture & Agri-Food Canada),  
co-lead

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**Project 1E: Academic review working group**  
Roger Larson (Deans Council - Agriculture, Food and  
Veterinary Medicine), co-lead  
Rene Van Acker / Alice Raine (University of Guelph),  
co-lead

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**Project 2: Data platforms working group**  
Dan Lussier (Enterprise Machine Intelligence & Learning  
Initiative – EMILI), co-lead  
Deb Wilson (TrustBix), co-lead

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**Project 3A & 3B: Global organizations' reviews &  
global governance working group**  
Martin Beaulieu (Statistics Canada), co-lead  
Jennifer Lambert (Loblaw Companies), co-lead

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**Project 4: Policy ecosystem working group**  
Sylvie Cloutier (Le Conseil de la transformation alimen-  
taire du Québec – CTAQ), co-lead  
Brian Treacy (Bayer), co-lead

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**Project 5: Consumer trust working group**  
Aimee Rae (Canadian Aquaculture Industry Alliance),  
co-lead  
Justine Taylor (CropLife Canada), co-lead

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**Project 6: Environmental, social, and governance  
(ESG) factors working group**  
Andrea Gruza (Bonfield Financial), co-lead  
Pierre Turner (Lassonde), co-lead  
John Uhren (BMO), co-lead

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**Project 7: Final report**  
Guidance from all partners

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**Project 8: Communications & outreach**  
Guidance from all partners

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**Project 9: Website working group**  
Alice Raine (Arrell Food Institute, University of Guelph),  
co-lead  
Bronwynne Wilton (Canadian Agri-Food Sustainability  
Initiative), co-lead

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## VI. CONSULTANT TEAM

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### Project 2: Groupe AGÉCO

Jean-Michel Couture, Partner, Senior Advisor  
Simon Nadeau, Analyst

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### Project 3A: Groupe AGÉCO

Jean-Michel Couture, Partner, Senior Advisor  
Simon Nadeau, Analyst  
Ryan Johnson, PhD Candidate, School of Environment,  
Enterprise & Development, U. of Waterloo

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### Project 3B: Viresco Solutions

Karen Haugen-Kozyra, President  
Rebecca Johnson, Sustainability Specialist  
With input from Jean-Michel Couture, Groupe AGÉCO

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### Project 4: Canadian Agri-Food Policy Institute

Tyler McCann, Managing Director  
Margaret Zafiriou, Research Associate  
Angèle Poirier, Research Assistant

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### Project 5: Canadian Centre for Food Integrity

John Jamieson, President & CEO  
Ashley Bruner, Research Coordinator

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### Project 6: RealAlts Inc.

Catherine Ann Marshall, Principal

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## VII. REVIEWERS AND INTERVIEWEES

### Reviewers

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#### Project 1E – Academic review of Index indicators

Enabled by the Deans Council - Agriculture, Food and  
Veterinary Medicine

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#### Project 1A: Environment

- Peter Tyedmers, Professor, Faculty of Management, School for Resource and Environmental Studies, Dalhousie University
  - Benjamin Goldstein, Assistant Professor, Bioresource Engineering and Head of the Sustainable Urban-Rural Futures (SURF) lab, McGill University
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#### Project 1B: Food Integrity

- Larry Goodridge, Director, Canadian Research Institute for Food Safety / Associate Professor, University of Guelph
  - Mohamed Rhouma, Assistant Professor, pathologie et microbiologie, Université de Montréal
  - Sylvia Checkley, Associate Professor, Ecosystem and Public Health, University of Calgary
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#### Project 1C: Economic

- Stuart Smyth, Associate Professor, Department of Agricultural and Resource Economics, Agri-Food Innovation and Sustainability Enhancement Chair, University of Saskatchewan
  - Ryan Cardwell, Professor, Faculty of Agricultural and Food Science, Department of Agribusiness and Agricultural Economics, University of Manitoba
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#### Project 1D: Societal Well-Being

- Will Valley, Associate Dean, Equity, Diversity, and Inclusion, University of British Columbia
  - Katy Proudfoot, Associate Professor and Director of the Sir James Dunn Animal Welfare Centre at Atlantic Veterinary College, University of Prince Edward Island
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## Interviewees

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### **Project 2 – Data platforms roadmap; interviews:**

- Canadian Agri-Food Sustainability Initiative
  - Canadian Roundtable for Sustainable Beef
  - Canadian Roundtable for Sustainable Crops
  - Chicken Farmers of Canada
  - SAI Platform
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### **Project 3A – Global organizations’ reviews of Index indicators; interviews**

- Global Alliance for the Future of Food
  - Global Reporting Initiative
  - United Nations Food & Agriculture Organization
  - World Benchmarking Alliance
  - World Business Council on Sustainable Development
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### **Project 3B – Global governance; interviews:**

- Bord Bia (Irish Food Board)
  - Global organizations, projects 2 and 3A
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### **Project 4 – Policy ecosystem; interviews:**

- Some 36 partners and stakeholders
  - Australian Farm Institute
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## VIII. SERVICE PROVIDER TEAM

### **Report & website design**

Janice Van Eck

### **Website translation**

Bleublancrouge (2021)

### **Reports & website update translation**

Megalexis (2022)

**[agrifoodindex.ca](http://agrifoodindex.ca)**