The race toward a sustainable future is on — and the competition is fierce. Since the 2010 release of the Ceres Roadmap — a strategic vision and practical framework for sustainable corporations in the 21st century economy — the economic, environmental, social and political landscape has shifted. And with the urgency of global environmental and social threats increasing, integration of sustainability into core business systems and decision-making, and capturing the competitive advantage this offers, becomes ever more critical. The Ceres Roadmap presents 20 expectations in the areas of governance, stakeholder engagement, disclosure, and performance that companies should seek to meet by 2020 in order to transform into truly sustainable enterprises.

www.ceres.org/roadmap
Accountability

In order to realize meaningful and long-lasting sustainability performance improvements, companies must institute accountability mechanisms that integrate sustainability considerations into core business systems and decision-making. The first three areas of the Ceres Roadmap expectations — Governance, Stakeholder Engagement and Disclosure — are focused on companies establishing and formalizing accountability for sustainability across the entire enterprise.

Stakeholder Engagement

VISION: Companies will regularly engage in robust dialogue with stakeholders across the whole value chain, and will integrate stakeholder feedback into strategic planning and operational decision-making.

S1 MATERIALITY ASSESSMENT PROCESS
Companies will regularly conduct a formal materiality assessment process to determine the most relevant sustainability issues for the business. Companies will engage both internal and external stakeholders in the materiality assessment process and consider stakeholder concerns in the setting of priorities.

S2 SUBSTANTIVE STAKEHOLDER DIALOGUE
Companies will systematically identify a diverse group of stakeholders and regularly engage with them in a manner that is formalized, ongoing, in-depth, timely, and involves all appropriate parts of the business. Companies will disclose how they are incorporating stakeholder input into corporate strategy and business decision-making.

S3 INVESTOR ENGAGEMENT
Companies will disclose, and engage with investors, on material sustainability information regarding strategy, risks, performance and commitments. Companies will communicate information on sustainability risks and opportunities for the business during annual meetings, analyst calls and other investor communications.

S4 C-LEVEL ENGAGEMENT
Senior executives will participate in stakeholder engagement processes to inform strategy, risk management and enterprise-wide decision-making.

S5 STRATEGIC COLLABORATION
Companies will collaborate within and across sectors and civil society to innovate, scale and open source sustainability solutions.

Governance for Sustainability

VISION: Companies will embed sustainability from the boardroom to the copy room and will manage their entire value chain for sustainability.

G1 BOARD OVERSIGHT
Corporate boards will provide formal oversight for corporate sustainability strategy and long-term performance. Sustainability considerations will be integrated into board discussions on strategy, risk and revenue.

G2 MANAGEMENT ACCOUNTABILITY
The CEO and company management — from C-Suite executives to business unit and functional heads — will be explicitly accountable for achieving sustainability goals.

G3 EXECUTIVE AND EMPLOYEE COMPENSATION
Sustainability performance results will be a core component of compensation packages and incentive plans for all executives and employees across the business. Companies will include sustainability criteria in all employee performance assessments.

G4 CORPORATE POLICIES AND MANAGEMENT SYSTEMS
Companies will embed sustainability considerations into corporate policies and risk management systems to guide day-to-day decision-making.

G5 PUBLIC POLICY
Companies will clearly state their position on relevant sustainability public policy issues. Any lobbying will be done transparently and in a manner consistent with the company’s sustainability commitments and strategies.

Disclosure

VISION: Companies will report regularly on their sustainability strategy and performance. Disclosure will include credible, standardized, independently verified metrics encompassing all material stakeholder concerns, and details of goals and plans for future action.

D1 STANDARDS FOR DISCLOSURE
Companies will disclose all relevant sustainability information using the Global Reporting Initiative (GRI) Guidelines as well as additional sector-relevant indicators.

D2 DISCLOSURE IN FINANCIAL FILINGS
Companies will disclose material sustainability risks and opportunities, as well as performance data, in financial filings.

D3 SCOPE AND CONTENT
Companies will regularly disclose trended performance data and targets relating to global direct operations, subsidiaries, joint ventures, products and supply chains. Companies will demonstrate integration of sustainability into business systems and decision-making, and disclosure will be balanced, covering challenges as well as positive impacts.

D4 VEHICLES FOR DISCLOSURE
Companies will release sustainability information through a range of disclosure vehicles including sustainability reports, annual reports, financial filings, corporate websites, investor communications and social media.

D5 VERIFICATION AND ASSURANCE
Companies will verify key sustainability performance data to ensure valid results and will have their disclosures reviewed by an independent, credible third party.
Performance

Performance is about achieving on the ground results. The Performance expectations focus on building the systems across a corporation’s value chain to enable ongoing improvements in three priority environmental and social impact areas:

VISION: Companies will invest the necessary resources to achieve environmental neutrality and to demonstrate respect for human rights in their operations. Companies will measure and improve performance related to GHG emissions, energy efficiency, facilities and buildings, water, waste and human rights.

GREENHOUSE GAS EMISSIONS AND RENEWABLE ENERGY
Companies will reduce scope 1, 2 and 3 greenhouse gas (GHG) emissions by at least 25 percent by 2020 (from a 2005 baseline) and will do that through the improvement of energy productivity, reducing electricity demand, direct procurement of renewable energy, and low-carbon transportation strategies.

Companies will obtain at least 30 percent of energy from renewable sources by 2020, on the road to 100 percent renewable energy procurement by 2030.

FACILITIES AND BUILDINGS
Companies will ensure that both owned and leased buildings, as well as new construction and franchised facilities, meet rigorous green building standards. When siting facilities, companies will follow best practices that incorporate sustainable land use and smart growth considerations.

WATER MANAGEMENT
Companies will assess water-related impacts and risks across all direct operations and the supply chain. Companies will set quantitative and time-bound targets for addressing and mitigating impacts, as well as supporting, in collaboration with other stakeholders, efforts to improve overall watershed health, with priority given to operations and suppliers in high water-risk regions.

WASTE
Companies will design (or redesign, as appropriate) manufacturing and business processes as closed-loop systems, reducing toxic air emissions and hazardous and non-hazardous waste to zero.

HUMAN RIGHTS
Companies will have a formal human rights policy that covers all direct employees, as well as employees of suppliers and clients. The policy will be aligned with universal standards, including the ILO Core Conventions and the Universal Declaration of Human Rights. Companies will conduct regular human rights due diligence assessments and disclose management systems in place for implementation.

CLIMATE CHANGE
Companies support climate stabilization at well below a 2 degree Celsius increase and will contribute to the additional $1 trillion per year needed in clean energy investment globally — what Ceres calls the Clean Trillion. Companies will establish comprehensive strategies that address carbon and non-carbon GHG emissions, as well as the resulting impacts of climate change, across the entire value chain.

NATURAL RESOURCES
Companies protect, conserve and replenish natural resources — including water, land, plants and minerals — across their global operations and supply chains. Companies will establish policies, programs and commitments that safeguard the health of broader ecosystems, and give priority to operations in high-risk regions.

HUMAN RIGHTS
Companies protect the human rights of employees thereby creating fairer, safer and more equitable workplaces across operations and global supply chains. Companies will align policies and management systems with universal standards, and disclose performance in both direct and indirect operations.
P2: Supply Chain

**VISION:** Companies will ensure that suppliers meet the same environmental and social standards—including disclosure of goals and performance metrics—as the company has set for its internal operations.

**P2.1 POLICIES AND CODES**
Companies will set supply chain policies and codes aligned with their own social and environmental standards, as well as universal standards including the ILO Core Conventions and the Universal Declaration of Human Rights.

**P2.2 PROCUREMENT PRACTICES**
Companies will have in place comprehensive procurement and sourcing strategies that include both social and environmental criteria in procurement and contracting.

**P2.3 SUPPLIER ENGAGEMENT**
Companies will have in place comprehensive capacity building programs for suppliers to ensure alignment with social and environmental expectations and will incentivize supplier goal setting and performance improvements. Companies will also have in place strategies to ensure suppliers beyond Tier 1 are meeting sustainability expectations.

**P2.4 MEASUREMENT AND DISCLOSURE**
Companies will measure and disclose supplier social and environmental performance data and will set targets for improved supplier performance in line with companies’ own operational targets.

P3: Transportations & Logistics

**VISION:** Companies will systematically minimize their environmental impact by enhancing the efficiency of their logistics systems and minimizing associated GHG emissions. Companies will prioritize low-carbon transportation systems and modes, and minimize the carbon footprint of company business travel and commuting.

**P3.1 TRANSPORTATION MANAGEMENT AND MACHINES**
Companies will develop transportation criteria to reduce the impact of logistics and fleet operations. Companies will design logistical systems to prioritize efficiency and low-carbon transportation modes and low-carbon fuel options, especially fleet electrification where feasible.

**P3.2 BUSINESS TRAVEL AND COMMUTING**
Companies will decrease the impact of business travel and employee commuting through incentives that reduce travel and promote the use of low carbon transportation options. Companies will provide workplace charging infrastructure for employees and facilitate other low-carbon commuting options.

P4: Products & Services

**VISION:** Companies will design and deliver products and services aligned with sustainability goals by innovating business models, allocating R&D spending, designing for sustainability, communicating the impacts of products and services, reviewing marketing practices and advancing strategic collaborations.

**P4.1 BUSINESS MODEL INNOVATION**
Companies will innovate business models to reduce material inputs and prioritize a transition to sustainable products and services.

**P4.2 R&D AND CAPITAL INVESTMENT**
Companies will use sustainability as an equally weighted filter through which all R&D and capital investments are made.

**P4.3 DESIGN FOR SUSTAINABILITY**
Companies will approach all product development and product management decisions with full consideration of the social and environmental impacts of the product throughout its lifecycle. Companies will design products and services that not only minimize negative environmental and social impacts, but also serve as solutions to key sustainability challenges and accelerate the transition towards a circular economy.

**P4.4 MARKETING AND CONSUMER ENGAGEMENT**
Companies will align their marketing practices and product revenue targets with their sustainability goals, and will engage consumers to educate and build awareness on sustainability issues to influence consumer behavior change.

P5: Employees

**VISION:** Companies will foster a diverse, inclusive and engaged work environment that holds sustainability considerations as a core part of recruitment, training and benefits.

**P5.1 RECRUITMENT**
Companies will incorporate sustainability criteria into recruitment protocols for all new hires.

**P5.2 TRAINING AND DEVELOPMENT**
Companies will develop and implement formal, and job-specific, training on key sustainability issues for all executives and employees, and facilitate coaching, mentoring and networks for sustainability knowledge sharing.

**P5.3 DIVERSITY**
Companies will build a diverse and inclusive board and workforce. Companies will provide formal diversity training, employee resource groups and advancement opportunities, and will identify a senior executive or executive committee with formal responsibility for diversity and inclusion.

**P5.4 SUSTAINABLE LIFESTYLES**
Companies will promote sustainable lifestyle choices across their community of employees through education and innovative employee benefit options.