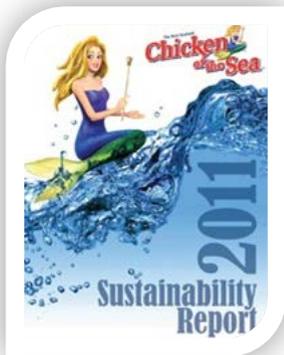


Chicken of the Sea

Undergoes First-Ever, Company-Wide Sustainability Assessment



Strategic Sustainability Consulting (SSC) is working with Chicken of the Sea International to create a strategy that effectively identifies, manages, and improves the company's sustainability initiatives. Demonstrating its commitment to operating a socially and environmentally responsible business, Chicken of the Sea released its first corporate sustainability report in August 2012, laying out its key sustainability priorities, performance metrics, and goals for the future.

The Challenge

Chicken of the Sea has been in continuous operation since 1914, and over the years has been committed to the environment, to worker health and safety, to local communities, and to healthy and nutritious products. "When it came time to tell our sustainability story," said President Shue Wing Chan, "we realized that we had a number of things to talk about—but sometimes lacked a systematic approach to managing and

communicating our impacts. That's why in 2011 we embarked on a year-long project to more clearly articulate our sustainability strategy."

Since that time, SSC has been working with the canned tuna giant to assess and improve sustainability issues. The first step to develop a strategic sustainability plan was to understand the leverage points in the operations and supply chain. By taking a broad view of the company's impacts— including facility management, employee engagement, vendor and supplier relations, and customer expectations—SSC was able to help Chicken of the Sea create a robust plan to address sustainability in all aspects of its business. Together, we've developed a sustainability strategy that will put Chicken of the Sea in a leadership position in its industry and includes goals for the future.

The Solution

- **Start with the big picture:** The company was already deeply involved with issues regarding responsible fishing practices, but realized that all aspects of its business—from fishing to processing to packaging to transportation— had sustainability impacts. SSC helped to develop a holistic understanding of opportunity across the company's entire value chain and focus sustainability initiatives where it mattered most.
- **Develop sustainability data management systems:** SSC helped Chicken of the Sea implement sustainability software that will organize energy, waste, and water data from multiple facilities—including suppliers. This allowed the company to conduct its first carbon footprint in 2012, detailed in the 2011 Sustainability Report.
- **Manage the supply chain:** Because so much of the company's impact is upstream, we focused a lot of attention on the supply chain. As a result, we helped Chicken of the Sea implement a new Supplier Code of Conduct and develop a plan to expand environmental and social sustainability auditing and data collection.
- **Set sustainability expectations for employees:** SSC conducted an employee survey that revealed attitudes and awareness issues, using findings to guide employee engagement planning. Chicken of the Sea is now implementing sustainable initiatives through employee engagement activities, formalization of sustainability expectations into job descriptions and performance appraisals, and better internal communication.

The Results

Chicken of the Sea has a clear picture of where they stand as well as a strategic roadmap to sustainability leadership. The company is also well equipped to reach their goals with practices in place to inspire a sustainable workforce, leverage data management systems, and implement a new supplier code of conduct. Senior VP of Sales and Marketing John Sawyer says, "Our sustainability efforts do not end when seafood is caught, but extend all the way through processing, packaging, and delivery to our customers. Where we have direct control over our operations, we are taking direct steps to optimize and reduce our possible impact and footprint. Where we do not have direct control, such as our supply chain, we have established clear expectations and are building a concrete review process." Chicken of the Sea's 2011 sustainability report is available at:

<http://www.chickenofthesea.com/company/Sustainability>

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