

COOPERATION CENTRE FOR SCIENTIFIC RESEARCH RELATIVE TO TOBACCO



SUSTAINABLE DEVELOPMENT GOALS



IMPACT OF TOBACCO AND ALTERNATIVE PRODUCT SECTORS ON UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS HOW TO MEASURE PERFORMANCE?

October 2019

Author: Dr Stéphane COLARD

ACRONYMS and ABREVIATIONS

AFNOR: French Standardization Body (Association Française de NORmalisation)

CEN: European Committee for Standardization (Comité Européen de Normalisation)

CORESTA: Cooperation Centre for Scientific Research Relative to Tobacco (Centre de Coopération pour les Recherches Scientifiques Relatives au Tabac)

CDP: Carbon Disclosure Project

CSR: Corporate and Social Responsibility

ECLT: Eliminating Child Labour in Tobacco-growing Foundation

FCTC: Framework Convention for Tobacco Control

FDA: Food and Drug Administration

GHG: Green House Gas

ILO: International Labour Organisation

IPM: Integrated Pest Management

IRIS: Impact Reporting & Investment Standards

ISO: International Organization for Standardization

IT: Information Technology

KPI: Key Performance Indicator

NGP: New Generation Products

NGO: Non-Governmental Organisation

SROI: Social Return On Investment

STP: Sustainable Tobacco Programme

UNICEF: United Nations Children's Fund

UN SDGs: United Nations Sustainable Development Goals

WASH: Water, Sanitation and Hygiene

WHO: World Health Organisation

ABSTRACT

In 2015, the United Nations published 17 sustainable development goals and their corresponding targets to be achieved by 2030. The tobacco and alternative product sectors are likely to impact most of these goals with some more than others. In 2018, CORESTA (Cooperation Centre for Scientific Research Relative to Tobacco) decided to support a project with the objectives to elaborate a scientific framework for assessing the global impacts of these sectors of activities, to identify scientific tools for measuring performance indicators, and to measure the gaps between required and available tools.

During the period December 18 – February 19, a survey was conducted among and beyond CORESTA members to better understand the impacts with regards to the goals. Examples of actions undertaken for enhancing the positive externalities and mitigating the negative ones were collected, as well as methods used for measuring and monitoring the consequences of these actions. In order to structure the huge amount of information received, a mind map was drawn for each goal.

A workshop was subsequently organised in May 2019 to consolidate the contributions to the survey, and to agree on priority needs for a work programme. Based on a selection of eight SDGs considered as the most important by the stakeholders, 16 priority needs for sectorial guidelines and methods were proposed, as well as objectives for a possible working group.

In addition, a series of questions was drafted to assess the global impact of a given organisation and to identify directions for improvement actions. This questionnaire was complemented with a simple tool facilitating a comprehensive and systematic review of synergies and antagonisms between goals before actions are launched.

The set of tools developed during this work constitutes a scientific framework for impact assessment and management of continuous improvements. This is a first step that needs to be followed by many others in order to pursue the objective of sustainable shared value creation.

KEY WORDS: Sustainable Development Goals; Impact; Assessment; Method; Tobacco

TABLE OF CONTENTS

1. INTRODUCTION.....	2
2. SURVEY 6	
2.1. Identification and invitation of the stakeholders.....	6
2.2. Questionnaire.....	8
2.3. First outputs.....	9
2.3.1. Ranking of SDGs – The eight priority goals.....	9
2.3.2. Testimonies and mind maps	10
3. WORKSHOP.....	11
3.1. Agenda and organisation.....	11
3.2. Second outputs	13
3.2.1. No Poverty	13
3.2.2. Good Health & Well-being.....	15
3.2.3. Quality Education.....	18
3.2.4. Decent Work & Economic Growth	20
3.2.5. Industry Innovation & Infrastructure.....	23
3.2.6. Responsible Consumption & Production	26
3.2.7. Climate Action.....	29
3.2.8. Partnership for the Goals	31
4. RECOMMENDATIONS	34
4.1. Framework for choosing priority directions	34
4.2. Mind maps for identifying performance indicators.....	35
4.3. Work programme for moving a step further	35
4.4. A tool for considering synergies and antagonisms.....	37
4.5. The 18 th goal: Building confidence.....	39
5. CONCLUSION	40
AKNOWLEDGEMENTS	42
LIST OF APPENDICES.....	43
APPENDIX 1 – TESTIMONIES ON THE 17 UN SDGs.....	44
APPENDIX 2 – MIND MAPS OF UN SDGs, ACTIONS AND INDICATORS	87
APPENDIX 3 – NEEDS IDENTIFIED AND VOTING RESULTS FOR THE EIGHT PRIORITY GOALS	104
APPENDIX 4 – QUESTIONNAIRE FOR AN OVERALL ASSESSMENT AND FOR IDENTIFYING PRIORITY DIRECTIONS	111
APPENDIX 5 – TOOL FOR REVIEWING INTERACTIONS WITH THE GOALS.....	115

1. INTRODUCTION

The objective to limit or even to ban tobacco is on the health and regulatory agenda. The so-called end-game strategy is an official goal in several countries such as New Zealand¹ or Ireland². More globally, the World Health Organisation Framework Convention on Tobacco Control (WHO FCTC) was adopted by the World Health Assembly in 2003 and has been ratified by more than 180 countries to date. This convention is composed of a set of articles to reduce tobacco demand and supply, and is seen as an accelerator for sustainable development³. Two specific articles⁴ aim to promote economically viable alternatives for tobacco workers, growers and individual sellers, and to protect the environment and health of persons with respect to the cultivation and manufacturing of tobacco. However, WHO recognises that these two are the least implemented articles⁵ and that the decrease of tobacco consumption worldwide may increase poverty among the farmers. WHO is aware of a risk of conflict between a goal of better health worldwide and a goal of no poverty in some countries, and has therefore decided⁶ to strengthen the implementation of these two articles as a means to safeguard tobacco growers' livelihoods by encouraging them to switch to viable alternatives to tobacco farming. On the reverse side of the value chain, even if a total ban seems at the moment unrealistic because politics know that prohibition leads to criminality, tobacco product manufacturers cannot ignore this objective and its possible consequences on the performance of their tobacco business which is legal. It appears clearly that such a regulatory agenda will have massive impacts along the whole value chain from the production of the raw material up to sale, and sustainable value creation may well require serious business transformations in the near future.

Besides product regulations, one strategy of tobacco control to achieve the goal of a smoke-free world is to demonize the tobacco industry. The aim of article 5.3⁷ of the WHO/FCTC is to protect (regulatory) policies from commercial and other vested interests of the tobacco industry in accordance with national law. This article is frequently misinterpreted as a ban on any contact with the industry. WHO recommends through this article to "*Denormalize and, to the extent possible, regulate activities described as "socially responsible" by the tobacco industry, including but not limited to activities described as "corporate social responsibility"*". These elements tend to show that, i) Corporate and Social Responsibility (CSR) initiatives having the

¹ <https://www.health.govt.nz/our-work/preventative-health-wellness/tobacco-control/smokefree-aotearoa-2025>

² <https://health.gov.ie/wp-content/uploads/2014/03/TobaccoFreeIreland.pdf>

³ <https://www.who.int/fctc/implementation/publications/who-fctc-undp-wntd-2017.pdf?ua=1>

⁴ Article 17 and 18

⁵ FCTC/COP/8/4, http://origin.who.int/fctc/cop/sessions/cop8/FCTC_COP_8_4.pdf

⁶ [https://www.who.int/fctc/cop/sessions/cop8/FCTC_COP8\(19\).pdf](https://www.who.int/fctc/cop/sessions/cop8/FCTC_COP8(19).pdf)

⁷ https://www.who.int/fctc/guidelines/article_5_3.pdf

sole objective of improving the image of tobacco companies will be combatted and will fail, ii) the needed tobacco business transformation for ensuring sustainable value creation will not be an easy journey and will succeed only if CSR initiatives support a genuine ambition and if corresponding impacts are assessed with internationally acknowledged methods. This being said, the sale of tobacco products is still legal and a significant source of tax income, and as long as this is the case, the tobacco industry must remain a responsible business and an acknowledged stakeholder. Ignoring or underestimating this responsibility constitutes a trap that would reinforce the strategy of demonization. To summarize, the tobacco industry shall behave responsibly today, and because there is no doubt that changes will occur, the tobacco industry shall prepare responsibly the future, i.e. transform progressively its business models to create value sustainably. So, doing nothing is not an option, and as Charles Darwin wrote in 1809, *“It is not the strongest species that survives, nor the most intelligent, but the one most responsive to change”*.

There are several options for the tobacco industry to demonstrate its responsible approach: i) compliance with regulations (mandatory), ii) ISO certification or other acknowledged standard(s) (voluntary), iii) disclosure of relevant information to the public and/or the authorities (mandatory or voluntary), and iv) scientific research and publication in peer-reviewed journals (voluntary). The possibility to link company strategies with the United Nations’ Sustainable Development Goals⁸ (UN SDGs) is also an opportunity to consider. The UN SDGs consist of 17 goals and 169 targets. One of the tobacco-related targets is associated to the goal no. 3 to *“Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate”*. The recent announcement by Philip Morris International regarding its objective to replace cigarettes by smoke-free products as soon as possible⁹, its massive investments into innovative products and the direct reference to the UN SDGs in its sustainability reports, is an interesting example of responsiveness, and an illustration that the UN SDGs could be vectors of business transformation.

The 17 UN SDGs have been published relatively recently, and considering the inertia inherent to an annual disclosure exercise, businesses have integrated these goals into their sustainability reports only recently. A number of indicators are expected to be reported in relation with these goals, and as Lord Kelvin used to say *“If you cannot measure it, you cannot improve it”*. Even if general impact assessment frameworks already exist, it is unfortunate to observe that too many battles of numbers still highlight a lack of consensual methods, which extends the time spent on discussions, and finally postpones the implementation of actions.

⁸ <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

⁹ <https://www.pmi.com/who-we-are/designing-a-smoke-free-future>

In 2018, WHO published a global environmental footprint¹⁰ relative to cigarette smoking. The document reported a 2.6 tCO₂eq per million cigarette sticks while British American Tobacco (BAT) and Philip Morris International (PMI) reported 0.79 and 0.60 tCO₂eq per million sticks respectively. WHO was not able to understand why the figures were different but assumed a difference in scope and varying assessment methodologies. This point highlights a need for more transparency in scope and consensus in methodologies even if general protocols publicly available already exist¹¹.

The existing assessment framework can be divided in three categories: general, sectorial and company specific. An example of a general framework is the SDG Compass¹². This consists of a number of indicators suitable for all businesses in order to measure performance and progress against the SDGs. A tool called MetODD-SDG¹³ also proposes a general assessment framework, however it is mainly focused on social impacts, which could put it in the category of a sectorial framework. In the specific sector of agri-food, the French standardisation body AFNOR has also elaborated the sectorial guide AC X 30-030 for the application of ISO 26000¹⁴. This is a good initiative but this guide is not an assessment tool. For the specific sector of luxury goods, the environment profit & loss tool¹⁵ developed by Kering is certainly another relevant example worth mentioning. This science-based tool is used for measuring and quantifying the environmental impact of the supply chain and to identify where effort should be focused on to reduce the negative impacts (loss) and to increase the value created (profit). It took several years and the involvement of significant internal and external resources to develop such a tool. No similar sectorial framework or tool for assessing the specific impacts relative to tobacco and alternative products on the UN SDGs has been identified. It would be over-optimistic to develop such a tool in the timeframe of this project. However, it could become a realistic objective once a first consensus on an assessment framework is achieved. This consensus could be the first stone of the tool's foundations.

The mission of the CORESTA¹⁶ association is to support cooperation for scientific research across the whole tobacco sector. CORESTA produces, among other publications, guidelines and methods. In the context of a changing environment, it is therefore relevant to investigate

¹⁰ <https://www.who.int/fctc/publications/WHO-FCTC-Environment-Cigarette-smoking.pdf>

¹¹ See for example the Carbon Disclosure Project <https://www.cdp.net/en>, and the GHG protocol <https://ghgprotocol.org/>

¹² <https://sdgcompass.org/sdgs/>

¹³ https://cerise-spm.org/en/metodd-sdg/?noredirect=en_US

¹⁴ ISO 26000 Guidance on social responsibility

¹⁵ <https://www.kering.com/en/sustainability/environmental-profit-loss/>

¹⁶ <https://www.coresta.org/>

how CORESTA’s expertise could support CSR initiatives and impact assessment in the tobacco and alternative product sectors through its platform of scientific research cooperation.

In 2018, CORESTA decided to launch a project with three objectives:

- To elaborate a scientific framework for assessing CSR performance of the tobacco and alternative product sectors in relation with the UN SDGs.
- To identify scientific tools required for the measurement of the impacts produced by actions undertaken to improve performance.
- To assess the gaps between required and available tools.

The strategic choices of the initiatives taken by companies belong to each organisation in their competitive environment. This project is about the assessment of impacts of initiatives by using consensual measurement tools and guidelines; the assessment of the initiatives themselves is out of scope.

The main phases of the project are presented in Figure 1, and the structure of this report follows this timeframe.

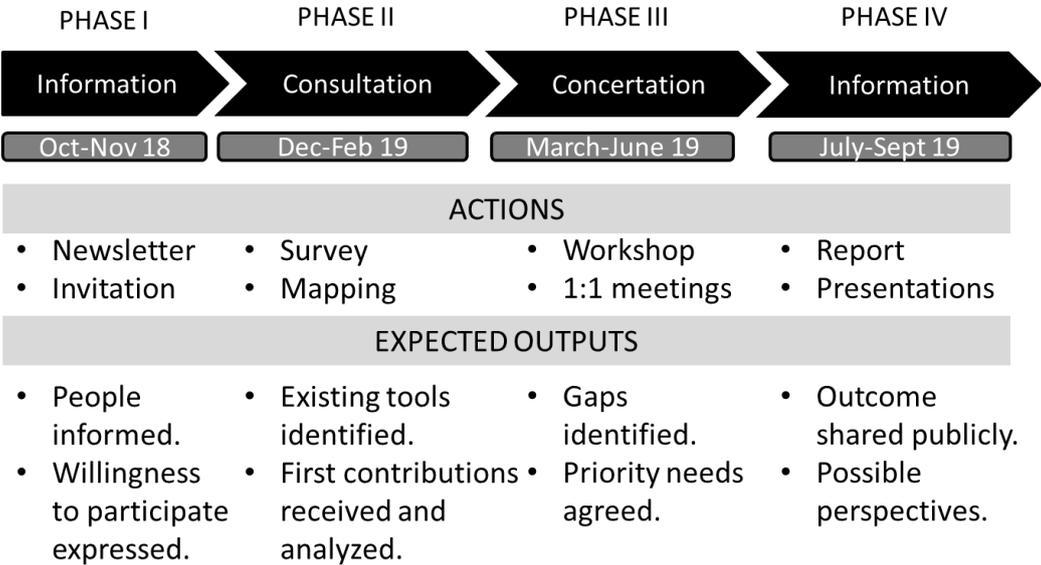


Figure 1: Main phases of the project. A newsletter was sent to all CORESTA members to inform them about the project launch. Members and non-members received then by email the invitation to participate in the survey. The answers to the survey were collated and displayed on mind maps. In order to complete the mind maps to identify, discuss and agree on the priority needs a workshop was arranged and completed. The last phase of the project consisted in the preparation of a communication plan.

2. SURVEY

All the UN SDGs are important to industry, but not all are equally relevant for each sector. At the beginning of this study a survey was proposed to CORESTA members and beyond (potentially interested participants). The purpose was to rank the UN SDGs by order of relevance from their perspective, to list the actions already taken or underway and identify impact assessment tools. The survey was conducted by sending a questionnaire, collecting and compiling the data.

Once the stakeholders were identified they received an invitation with general information to participate in the survey. This was done just before the annual congress of CORESTA, in October 2018. For those who did not reply, a reminder was sent with more detailed information regarding the UN SDGs taking into consideration that many people and organisations are still unfamiliar or even unaware of these goals¹⁷. The survey was sent to participants immediately after the annual congress¹⁸ to ensure that more attention was paid to it by CORESTA members.

2.1. Identification and invitation of the stakeholders

The identification of the stakeholders was first based on the member list of CORESTA, and was then extended to non-members identified from publications, attendance lists at meetings, conferences related to tobacco and alternative products, participation in standardisation activities¹⁹, and finally from networking. As shown in Table 1, the majority of stakeholders were tobacco product manufacturers²⁰, followed by seed & leaf suppliers and by testing laboratories. Some stakeholders were particularly difficult to approach, like NGOs engaged against tobacco activities, consumer associations (very few) and investors (many are disengaged from tobacco businesses). In total, 163 organisations were identified and contacted individually.

Each organisation received an invitation to participate in the survey. In order to be totally transparent, some contextual information was given about the project leader's past experience with the tobacco industry. It was also explained that his MBA specialisation in the implementation of environment, social and governance strategies and in the assessment of the performance of organisations, was prepared independently from this industry. The objectives of the project were explained as well as its main steps. Step 1: By end of 2018, a

¹⁷ https://www.oecd.org/development/pgd/International_Survey_Data_DevCom_June%202017.pdf

¹⁸ Held in China/Kunming from 22-26 October 2018.

¹⁹ ISO & CEN

²⁰ The choice was made to distinguish tobacco product manufacturers and tobacco and NGP manufacturers, the former being those who extended their product portfolio to new generation products and consequently having a possibly different view on the UN SDGs.

survey to identify the most relevant UN SDGs from a business perspective, the impact of the activities in liaison with the UN SDGs, and the best specific, measurable and relevant key performance indicators for scientifically measuring how the impact of the activities evolves; Step 2: 2019-H1, a workshop to consolidate the results of the survey and to build a consensus; and Step 3: The preparation of a draft framework for assessing CSR performance and supporting business transformations. More specific information was given about the survey in order to increase the likelihood of a positive answer. A reminder was sent one month later, and finally, 47²¹ of the 163 organisations expressed willingness to participate and received a questionnaire (see details in Table 1). Interestingly, no answer was received from the nine filter suppliers contacted, and only three of the 25 laboratories expressed their willingness to participate. This could be interpreted as a lack of familiarity with the UN SDGs.

Table 1: Feedback on invitations per stakeholder category. 163 invitations sent, 18 sent a negative answer, and 98 did not reply.

Stakeholder category	Invitation sent	Positive answer	Negative answer	No answer
Tobacco product manufacturer	27	2	4	21
Tobacco and NGP manufacturer	10	8	2	0
NGP manufacturer	6	2	1	3
Seed and leaf supplier	29	11	1	17
CPA nutrition supplier	4	0	0	4
IPM supplier	8	0	2	6
Paper/Cardboard supplier	7	4	0	3
Filter supplier	9	0	0	9
Equipment supplier	8	5	0	3
Ingredients and e-liquids supplier	11	4	2	5
Consumer association	2	1	0	1
Expert/Opinion leader	11	5	0	6
Laboratory	25	3	5	17
NGO	3	1	0	2
Logistic	1	0	0	1
Investors	2	1	1	0
TOTAL	163	47	18	98

²¹ From 16 countries: Argentina, Austria, Brazil, Denmark, France, Germany, Greece, Italy, Korea, Malawi, South Africa, Sweden, Switzerland, UK, USA and Zimbabwe.

2.2. Questionnaire

The questionnaire comprised of four open questions²² in order to obtain as much data as possible, Question 1 being: “*Considering the economic, social and environmental aspects of the activities of the tobacco and alternative product sectors, what are the UN SDGs the most impacted that should be considered from your business perspective (i.e. continuing to create value sustainably with/for your stakeholders)? (rank 1 = the most impacted, up to rank 5 at least²³)?*”.

To better understand the rationale behind the choice of the top five UN SDGs, the following Question 2 was asked: “*Why is this SDG particularly relevant in relation to the economic, social and environmental aspects of your organisation/business activities?*”.

The next step was to identify the positive/negative externalities by asking Question 3: “*How could your organisation's activities potentially impact this UN goal positively & negatively?*”.

And finally²⁴, the information on tools used or recommended to assess the impact of the initiatives taken to enhance/mitigate the externalities was collected by asking Question 4: “*Could you please describe briefly five specific actions (if any) that your organisation initiates to help reach this UN goal by progressively increasing the economic, social and/or environmental performance, and what are the tool(s) used to measure the impact and the corresponding KPIs?*”.

As mentioned in the previous section, 47 organisations (29 %) initially accepted to participate in the survey, and in the end, 29 organisations (18 %) from 14 countries²⁵ completed the survey. This is not an unusual participation rate for a survey. Unfortunately, as shown on Figure 2, six stakeholder categories did not contribute. This was the case in particular for laboratories and NGP manufacturers in spite of their initial willingness to do so. However, the 29 organisations representing 10 stakeholder categories who expressed their views provided valuable material for data treatment.

²² Because the perspectives of organisations not directly involved in the tobacco and alternative product sectors (e.g. independent experts) are obviously different to the business ones, the questions were slightly adapted to accommodate them. It only referred to impact of own activities when appropriate.

²³ In order to focus the project on what is most important, the decision was taken to investigate the stakeholder's top five priorities only.

²⁴ The very last question was in reality to ask who would be ready to participate in a workshop.

²⁵ From 14 countries: Argentina, Austria, Brazil, Denmark, France, Germany, Korea, Malawi, South Africa, Sweden, Switzerland, UK, USA and Zimbabwe.

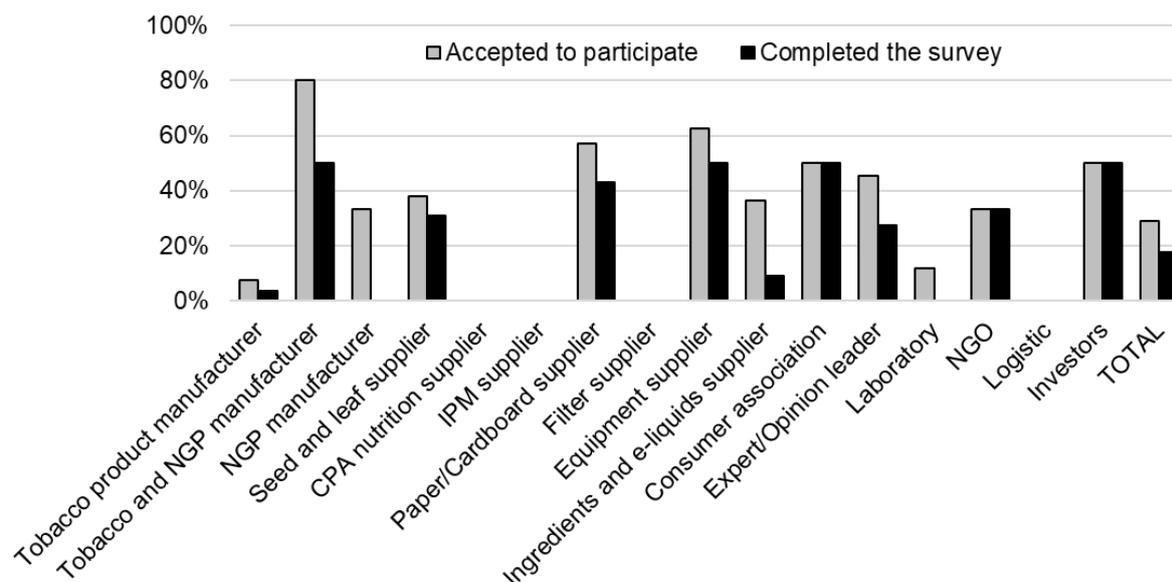


Figure 2: Percentage of stakeholders who initially accepted to participate in the survey, and who eventually did. Predictably, several organisations that initially accepted to participate did not do so. 29 organisations finally participated.

2.3. First outputs

2.3.1. Ranking of SDGs – The eight priority goals

The first question asked each participant to rank their top five UN SDGs. In order to derive a score enabling a ranking of the priority goals, a score comprised between 0 and 100 was calculated with Equation 1. The score was weighted by the frequency of goal selection, so that the more the goal was selected, the higher was the score. And the reverse of the mean priority was considered so that the score was higher for priority 1 than for priority 5. The score is equal to 0 if a goal is never selected among the top five, and the score is equal to 100 if a goal is selected by all as a priority 1.

$$Score = \frac{100 \times \%selection}{Mean Priority} \quad (Eq. 1)$$

Figure 3 displays the calculated scores, showing that the goal identified as the most important for the tobacco and alternative product sectors is “*Good Health & Well-being*” followed by “*Decent Work and Economic Growth*”. The fact that some goals such as “*Life Below Water*” and “*Reduced Inequalities*” were ranked at the lowest levels does not mean that they are not important. This rather means that many organisations consider that their main impacts are not in this area.

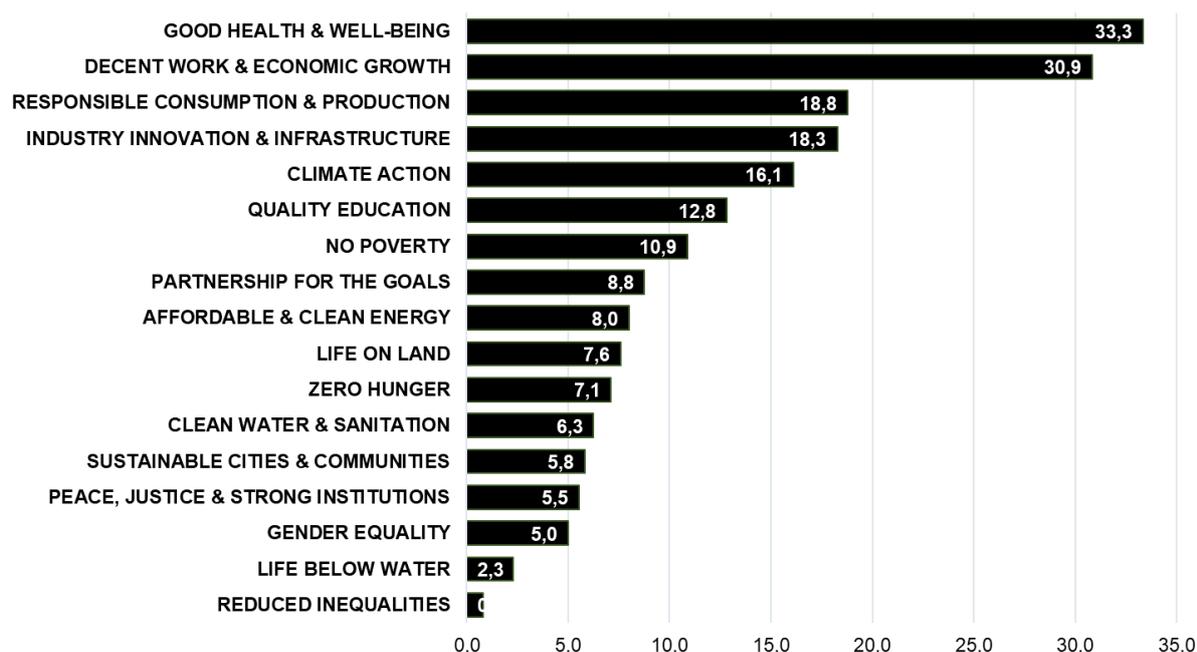


Figure 3: UN SDGs ranking scores. The top 2 goals are “*Good Health & Well-being*” and “*Decent Work & Economic Growth*”. They cover a broad range of issues faced by the tobacco and alternative product sectors such as farmers livelihood, working conditions and impact of product use on population health.

2.3.2. Testimonies and mind maps

As described previously, only four open questions were asked in the survey, and each of them required detailed answers. Consequently, the amount of information collected was huge and diverse. In order to avoid any misinterpretations, answers to Questions 2 and 3 relative to the rationale and externalities were simply collated as a compilation of testimonies (see Appendix 1). For the sake of clarity, mind mapping²⁶ was also considered as an appropriate approach for representing comprehensively but synthetically the initiatives and tools for measuring the impacts collected from Question 4. Figure 4 represents the hierarchical structure of the mind maps. A colour code was used to distinguish the existing methods/tools/KPIs from the missing ones. In the latter case, it means that some work needs to be done to develop methods and indicators. From the point of view of continuous improvement, it is worth noting that the mind maps should regularly be updated because some missing methods/tools/KPIs will be developed, and new missing ones will be added over time.

All mind maps relative to the 17 UN SDGs are represented in Appendix 2.

²⁶ Free version of Xmind8 Update 7

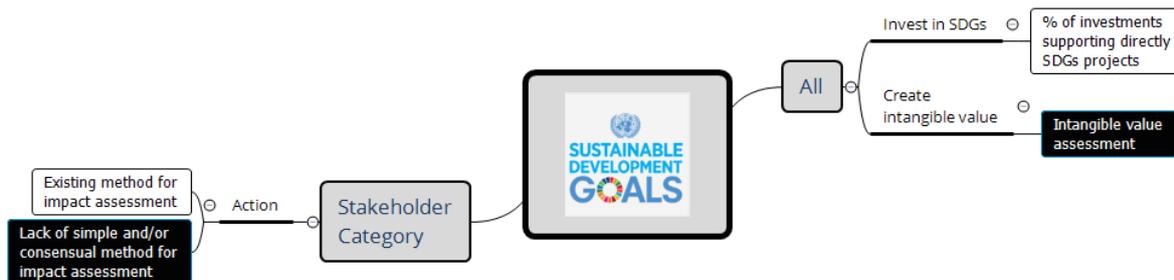


Figure 4: Structure of the mind maps. The goals are placed at the centre to which stakeholder categories are linked. Actions are then associated to each stakeholder as indicated in the answers to the survey, and the corresponding method(s), tool(s) and KPI(s) used to assess the impact(s). A white box corresponds to an available method/tool/KPI, and a black box corresponds to a method/tool/KPI that needs some work.

3. WORKSHOP

Following responses to the survey, some 20 organisations were expected to attend the workshop²⁷. Only the organisations having participated in the survey were invited (except AFNOR Normalisation who kindly accepted to host the workshop). This condition ensured to a certain extent, that participants were familiar with the project's objectives, the SDGs, the potential impacts of the sector and the means to measure them. Taking into account the individual locations and the total travelling distances, the carbon footprint was minimised by organising the workshop close to Paris, France²⁸. To increase the probability of a suitable meeting day for all participants, several different dates were proposed and the 9th of May was finally preferred. Pre-reading materials composed of SDGs ranking, mind maps and testimonies were sent to the 23 participants one month prior to the event.

3.1. Agenda and organisation

To achieve productivity and consensus, and taking into consideration the number of participants, a full day workshop was planned. An informal dinner was organised the day before so that the participants could meet and get to know each other better, and the organiser could present the programme for the following day. The aim of the workshop was to ensure that everyone could speak and be heard and could contribute equally, so that this event be as productive and representative as possible. The agenda and objectives were defined prior to the meeting and input from every participant was expected on the eight priority SDGs. Due to time constraints and the number of participants, the morning session was structured like a

²⁷ 15 organisations finally participated.

²⁸ By choosing Paris as the location, a total of "only" 73,000 km is covered compared with the maximum distance travelled which would total 366,000 km if the meeting was held in San Salvador de Jujuy in Argentina.

“World Café” with four small groups rotating every 40 minutes around spaces numbered from 1 to 4, each one dedicated to two of the eight specific UN SDGs rated as a priority. Each space was equipped with seats surrounding a paper board (no table). The draft mind maps corresponding to the goals discussed were displayed on the wall. Alternative formats such as “open forum” or “fishbowl conversation” were not seen as appropriate, the agenda being clearly defined in advance and the objective being to produce effectively and collectively a list of concrete proposals.

The small groups were composed so as to be as diverse as possible keeping in mind that some organisations had sent two representatives.

Four people kindly accepted to play the role of facilitator²⁹. The choice of the facilitators and the assignment of two specific goals to them were also carefully considered so that the facilitators were comfortable with the topics discussed in their space. The two goals discussed in Space 1 were “*Good Health & Well-being*” and “*Decent Work & Economic Growth*” and the facilitator of this space was an expert in medical devices and alternative products assessment. The two goals discussed in Space 2 were “*Climate Action*” and “*Partnership for the Goals*”. The facilitator of Space 2 works for a paper manufacturer and was fully aware of the risks related to climate change. Moreover, he was experienced in building partnerships. The two goals discussed in Space 3 were “*Responsible Consumption & Production*” and “*Industry Innovation & Infrastructure*” and the facilitator was the general manager of a company developing and distributing high technology equipment. And the two goals discussed in Space 4 were “*No Poverty*” and “*Quality Education*” and the facilitator is particularly engaged in these important human issues.

Before starting the workshop, each participant was asked two consecutive questions with a one-minute response time. The questions were: Why did you come? What are your expectations? This kind of short icebreaker exercise contributed to the important phase of meeting inclusion, and to put everyone in an open mindset required for efficient discussions from the very beginning.

During the morning sessions, the facilitators asked the four successive groups three key questions for each goal. Looking at the draft of two mind maps:

- Are all indicators in the right place? (10 minutes)
- Which indicators are missing? (10 minutes)
- What consensual and sectorial methods should be developed? (20 minutes)
 - The facilitator had to ask “*Tell me what I should write*”

²⁹ Invitation to accept the role, meeting format, and expectations were presented three months prior to the workshop. Another call with each facilitator was arranged two weeks before the workshop to communicate more details, and a guideline was also provided a week before.

- 10 proposals maximum per goal and per group, written on a single paper board page

The facilitators were asked to strictly follow the specific instructions:

- A circular process where the participants answered one after the other, skipping their turn if needed.
- No judgment, no objection, no interpretation was allowed, and proposals had to be written as expressed.

During the four intensive morning sessions (divergence phase), all participants contributed actively, resulting in an output of 99 proposals for future method and guideline developments. In the afternoon session (convergence phase), participants were asked to stay together and review in each space the outcomes, ask for clarifications and vote for the priority needs of each space in the “World Café”. Three green stickers per SDG were distributed to each participant for voting on quick wins, and three blue stickers voting on other important needs.

3.2. Second outputs

The answers given to the first two questions during the workshop gave the opportunity to amend the draft mind maps. The final versions of the mind maps are presented in Appendix 2. A compilation of the consensual and sectorial methods or guidelines to be developed following the workshop participants’ proposals and votes is shown in Appendix 3.

To make data processing and reading easier, each goal was presented separately. The goals are obviously interdependent and this aspect is discussed in section 4.3.

3.2.1. No Poverty

World poverty rate is declining but still remains at an unacceptable level³⁰ with hundreds of millions of people still living with less than \$1.90 per day. The United Nations (UN) have set the sustainable development goal to reduce poverty which leads to malnutrition, limited access to education and social discrimination. Economic growth (UN SDG N° 8) and protection against economic, social and environmental risks can help in fighting against poverty and its numerous negative side effects. However economic growth is not enough in itself and a

³⁰ <https://www.worldbank.org/en/topic/poverty/overview>

number of other conditions need to be fulfilled such as proper social protection systems; equal rights to economic resources among people; access to new and relevant technologies; control over land and natural resources; access to basic and financial services (e.g. microfinance) and capacity to resist to climate, economic or social disasters.

More than half of the population from Sub-Saharan Africa lives below the poverty line. This region is a major tobacco leaf production area³¹ in particular Malawi, Mozambique, South Africa, Zambia and Zimbabwe. Tobacco production activity has contributed to the economy by providing jobs to a significant part of the local populations during decades. Similar observations can be made in many other developing economies around the world namely in East Asia (e.g. Indonesia, Malaysia, Philippines, Thailand), in South Asia (e.g. India, Pakistan) or in South America (e.g. Argentina, Brazil, Uruguay)³². A company like Philip Morris International reports having more than 350,000 farmers contracted in 27 countries³³. Tobacco production is considered as a cash crop supporting not only farmers, but also workers, transporters, agricultural suppliers and their families. If the actors of the supply chain are fairly paid and if risks are properly anticipated and managed, tobacco production can contribute locally to reduce poverty and inequalities, enable investments in good education, new technologies or infrastructure, and support promotion of decent working conditions.

Following the survey, the goal “*No Poverty*” was ranked at the priority level 7. A number of actions and indicators have been identified as represented in Appendix 2.

One initiative to fight poverty, as reported in the survey, is a proper control of seedling uniformity and health before transplantation. This is a key factor as poor seedlings lead to poor crops. In addition, in order to obtain good yields with minimal use of crop protection agents, farmers should consider varieties resistant to diseases and extreme climate events, with crop diversification on the one hand, and on the other hand resilience to changes or unexpected events. Such considerations help in improving the ratio production yield versus production cost and in diversifying sources of revenues, but unfortunately this is not enough to protect against poverty. Crops still need to be sold with acceptable profit margins, and profits need to be sustainable. This raises the question of the consensual calculation of a production cost from which a sustainable margin could be derived. Calculating a production cost is relatively easy, but building a global consensus on the input parameters is more difficult. Another important

³¹ <https://www.statista.com/statistics/261173/leading-countries-in-tobacco-production/>

³² See page 170 of https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/WESP2018_Full_Web.pdf

³³ See page 6 of https://www.pmi.com/resources/docs/default-source/pmi-sustainability/pmi-sustainability-report-2018-low-res.pdf?sfvrsn=cada91b5_2

challenge is the control of the accuracy of the input parameters, and the application of a rigorous approach for conducting methodical audits (see section 3.2.4).

Generally speaking, a profitable production process is important but the commercial relationships with the buyers are also essential. From a buyer's perspective, the Standard ISO 20400 relative to sustainable procurement provides guidance in this area, and can be a good starting point for deploying action plans in the tobacco and alternative product sectors. From a supplier's perspective, the GRI Standard Disclosure 202-1 can be worth considering.

Discussions and votes during the workshop led to the conclusion that the priority actions to support the “*No Poverty*” goal should be the development of:

- i) a consensual guideline for identifying created and lost values along the value chain, and how they are fairly shared, and
- ii) a consensual method for calculating tobacco production cost, from which sustainable profit margin can be defined.

The first action would support a more transparent and convincing communication, while the second would fulfil the necessary condition for demonstrating that the price paid is compatible with a sustainable profit margin.

3.2.2. Good Health & Well-being

Good health is particularly important for sustainable development, as it reduces the premature death of people who are still expected to participate in the economy through their work, and it reduces the treatment costs of avoidable diseases and sick leave.

Associated with well-being this goal contributes to improve productivity while keeping people happy. In addition to the overall objective of improving health-care services, the UN have identified a number of targets related to this goal, such as maternal mortality, the AIDS epidemic or tuberculosis, traffic accidents mortality and injuries or deaths and illnesses caused by hazardous chemicals and pollution.

One specific target linked to tobacco is to strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control. Diseases associated with the use of tobacco products is commonly referred to as non-communicable diseases and the UN want to reduce by one third by 2030 the number of premature deaths caused by such diseases. For this reason, education on tobacco risks is considered a key success factor.

The biggest tobacco product manufacturers acknowledge the risk associated with the use of their products, that smoking cigarettes causes serious illnesses and that smokers are far more likely than non-smokers to suffer from heart disease or lung cancer.

However, manufacturers and distributors are not in a position to suddenly stop tobacco production and sales as it would simply offer the current legal market to criminal organisations and deprive the states of substantial tax revenue. This does not mean that manufacturers are doing nothing to change the situation.

Indeed, the sector has initiated global harm reduction strategies supported by significant investments in research and innovation programmes for the development of new potentially less harmful products³⁴. Most of the initiatives shown on the mind map (see Appendix 2) refer to these new products. Some stakeholders consider the potential of alternative products to reduce the number of deaths and illnesses caused by smoking as a massive opportunity while others are still sceptical about it.

Participants to the survey did not leave much room for doubt and inaction as the goal “*Good Health & Well-being*” was ranked at the top priority.

The goal “*Good Health & Well-being*” for the tobacco and alternative product sectors can be investigated separately from a consumer and employee perspective. This point is illustrated with the content of the mind map. On one side, the impacts specific to tobacco and potentially less harmful products on the population explain a number of actions and corresponding indicators, and on the other side the working conditions of the employees of this sector explain other initiatives with actions and indicators common with most of the stakeholders.

From the consumer/smoker perspective, the initiatives reported in the survey correspond to the development and sale of less harmful alternatives to cigarettes, and several suppliers reported supporting such development. In addition to manufacturing indicators monitored from quality management systems³⁵, or others from good laboratory practices³⁶, a number of indicators relevant to population health need to be considered in order to demonstrate:

- If the new products are really less harmful? What are the consumers exposed to? What are the associated risks and toxicities? What are the biological markers? What

³⁴ Electronic cigarettes or heated tobacco products

³⁵ For example, see ISO 13485 Medical devices -- Quality management systems -- Requirements for regulatory purposes

³⁶ For example, see OECD Series on Principles of Good Laboratory Practice (GLP) and Compliance Monitoring

do the epidemiological studies show? An indicator could be the position of the products along a continuum of risk.

- That the new products and the information communicated convince the smokers who cannot stop smoking to switch totally and definitively. A possible indicator is the number of smokers converted to consuming a new product.
- That the new products do not attract new consumers who would never have smoked. Finding an indicator showing that nothing happened may be more difficult.

The performance of the organisations developing or supporting the development of less harmful products worldwide can be assessed by comparing the relative share of these products with profits.

From the employee perspective, well-being is conditioned by the quality of social relationships (with colleagues and executives), by the content of the work (showing a meaningful contribution to the business strategy), by personal development, a safe working environment³⁷, an efficient and responsive organisation, and by a balance between professional and private life.

Well-being is not just “*nice to have*”, it is something really important for the performance of an organisation as productivity and creativity are positively correlated with well-being.

Moreover, hidden costs of avoidable absenteeism are lower among employees who feel good at work. The initiatives reported in the survey outline some solutions that meet the required conditions, such as the implementation of safety and well-being programmes³⁸, protection against psychological risks, professional promotions or efficient management of turn-over or reorganisations.

Discussions and votes during the workshop led to the conclusion that the priority actions to support the “*Good Health & Well-being*” goal should be the development of

- i) a guideline for building safety and well-being programmes, and
- ii) a method for assessing and positioning tobacco and alternative products against a risk continuum.

While the first action could be seen as a quick win, the second action is much more complex and sensitive. One may ask how a portfolio of less harmful products could be developed and

³⁷ See ISO 45001 - Occupational health and safety

³⁸ See OECD work in this area: <https://www.oecd.org/statistics/measuring-well-being-and-progress.htm>

proposed for sale, if a rational comparison of harm is not possible. The building blocks of an assessment framework have already been proposed by several manufacturers: i) product characterisation; ii) product perception and use; iii) toxicological studies; iv) clinical studies and v) population modelling (including post market surveillance). Even if CORESTA has developed many testing methods³⁹ during the last decades, the content of the building blocks still needs to be developed. Interestingly, CORESTA has recently launched two relevant new projects in this area, one on the “*toxicology of the 21st century*”⁴⁰ adapted to less harmful products, and the other on consumer reported outcome measures⁴¹. More work is still needed, for example on population modelling, but recent initiatives show that things are moving in the right direction.

3.2.3. Quality Education

Quality education is the foundation of sustainable development from which value can be created. This is a necessary condition for hoping to achieve all the other goals. It is not possible to fight poverty without education. There is no innovation without a sufficient knowledge of the existing tools and technologies. There is no peace without a broad capacity of judgement and discernment. There is no decent work, no partnership, etc. According to the UN⁴², one out of five children, adolescents and youth is out of school. It is therefore a fundamental objective to increase access to education (at all school levels) and enrolment rates (equally for girls and boys). In that context, the UN have defined a set of targets to be achieved by 2030 for equal and equitable access to school from early childhood up to university for women and men, and acquisition of technical skills and cultural knowledge corresponding to sustainable development needs. This in order to enable an increasing number of people to have decent jobs. As no access to education is possible if there are no schools and no teachers, targets have also been set for building and upgrading education facilities, and increasing the number of qualified teachers.

Governments and industries have a role to play in achieving this goal, and if responsibilities are shared, they are not necessarily identical. Primary and secondary education programmes and objectives belong to governments, and work-based education to meet evolving needs of professional organizations necessarily involves the industry. This split is particularly relevant for the tobacco industry where any interferences in the education of young children could be

³⁹ ISO has published several of them

⁴⁰ <https://www.coresta.org/groups/21st-century-toxicology-next-generation-tobacco-and-nicotine-products>

⁴¹ <https://www.coresta.org/groups/consumer-reported-outcome-measures-consortium>

⁴² <http://uis.unesco.org/sites/default/files/documents/fs48-one-five-children-adolescents-youth-out-school-2018-en.pdf>

perceived very negatively by health authorities. However, it is not shocking to think that industries support the training of the adult workers they need. The middle ground will remain joint responsibility for combating child labour.

The projects run and actions undertaken by the Eliminating Child Labour in Tobacco-growing Foundation⁴³ (ECLT) are worth mentioning, as well as their manual for good practices⁴⁴.

According to the survey, the “*Quality Education*” goal was ranked at the priority level 6. A number of actions and indicators have been identified as represented in Appendix 2. The sector recognises that poverty is one of the major obstacles to quality education. On the other hand, good education is also a way to escape poverty and improve livelihood. In crop production areas, the profit margin of farmers and salaries paid to workers are key elements in financing good education for children who, in turn, will create more value and profit in the future, thus reducing poverty. Rather than considering education as an expense, it should be seen as an investment generating returns and enhancing economic growth. One requirement for good education is also satisfactory infrastructure allowing easy access to primary and secondary schools for all children. School programmes and infrastructure, including transportation systems, are primarily the responsibility of governments.

Education is, of course, important for children and teenagers, but not only. It is also important for everyone during their entire working life, and therefore work-based training should be a key objective of the industry. In tobacco leaf production, good work-based training is needed to maintain or improve yields, quality and efficiency (and thus income) while protecting natural resources and the environment. Many growers in developing and developed countries report difficulties in filling vacancies. This situation is observed in several agricultural sectors and countries, not only in tobacco production. In response to this challenge, some organisations are implementing self-sustaining agricultural training programs. The need for competencies is also key for the whole supply chain including non-tobacco suppliers (e.g. paper or equipment manufacturers). Keeping this in mind, resources that support career growth, health, well-being, and safety need therefore to be offered to employees whatever their age and current education level. An instrument supplier participating in the survey, based in a developed country, reported difficulties in recruiting experienced, well-trained technical staff, which led the company to reconsider its approach to recruitment and training. The apprenticeship scheme and “*learn as you work*” rolling programmes that include financial support and study leave were seen as an appropriate solution to overcome difficulties. This shows that adult education should not rely on public authorities only, and that internal training programmes are

⁴³ <https://www.eclt.org/en>

⁴⁴ <https://www.eclt.org/user/pages/downloads/ECLT-Good-Practices-Manual-Feb25-Low-RES.pdf>

also the key to sustainable business success. Therefore, it is not surprising to observe that many initiatives represented in the mind map “*Quality Education*” in Appendix 2 refer to the implementation of internal training programmes. Given the amount of money invested in such programmes, it is essential to evaluate and possibly certify them, and measure their positive effects after their implementation. Indicators are, for example, productivity or the number of people promoted after new skills have been acquired and certified. Indeed, what is the point of developing new skills if they are not used for the benefit of the organisation and employees? This would mean that the organisation is wasting its money and that the employees are becoming frustrated with the potential risk of seeing them leave and selling their expertise elsewhere. Consequently, the assessment of needs is a pre-requisite, followed by the assessment of initial skills before the development of the training programme, the definition of the objective, and the assessment of the new competencies once the training programme is completed. ISO 10015⁴⁵ can be a useful standard, and also GRI 404, although the latter focuses more on quantity than quality. Finally, one question remains: How can the quality of education be measured to demonstrate an improvement as a result of a personal development programme?

Discussions and votes during the workshop led to the conclusion that the priority actions to support the “*Good Education*” goal should be the development of:

- i) a guideline for assessing social return on investment in educational projects, and
- ii) a method for assessing and scoring the quality of education within the sector.

The SROI⁴⁶, the social impact scorecard⁴⁷ frameworks, or CERISE⁴⁸ frameworks are good references to consider.

3.2.4. Decent Work & Economic Growth

As mentioned in the section 3.2.1. hundreds of millions of people still lives with less than \$1.90 per day, and according to the World Bank, nearly half the world lives on less than \$5.50 a day⁴⁹. Good education is required to improve livelihood and to have a job at all working ages. However, having a job is not always a guarantee against poverty and does not necessarily

⁴⁵ ISO 10015 Quality management -- Guidelines for competence management and people development

⁴⁶ <http://www.socialvalueuk.org/resources/sroi-guide/>

⁴⁷ <https://www.sopact.com/social-impact-scorecard>

⁴⁸ https://cerise-spm.org/en/sbs/?noredirect=en_US

⁴⁹ <https://www.worldbank.org/en/news/press-release/2018/10/17/nearly-half-the-world-lives-on-less-than-550-a-day>

mean having decent work. Decent work pays fairly, offers safe working conditions and contributes to well-being within the whole population of workers. It also requires healthy and stable economies in developed countries, and significant economic growth in developing countries. Economic growth is supported by investment policies in education programmes to improve skills and capabilities, in new technologies to improve productivity and support innovation, in infrastructure to facilitate mobility and access to services, and social protection. Such investments should produce a positive sustainable social return while not negatively impacting the environment and depleting non-renewable natural resources; in other words, they must be responsible. In this context, it is relevant for all organisations to link their investments to their expected and anticipated impacts on the SDGs.

The International Labour Organisation (ILO) has established a decent work agenda⁵⁰ in addition to a Global Jobs Pact⁵¹, the latter aiming at the mitigation of the impacts of international financial and economic crisis. Both ILO initiatives are now an integral part of the UN SDG n° 8, and the UN have set a number of targets such as substantially reducing the proportion of youth not in employment, education or training; promoting development-oriented policies that support productive activities; or eradicating forced and child labour by 2025.

The companies that manufacture tobacco or alternative tobacco products have a responsibility in the improvement of the working conditions of their employees, in tackling child labour, and in protecting the human rights of those within the supply chain. In terms of reputation, risk of litigation and sustainability, the goal “*Decent work and economic growth*” corresponds probably to one of the most important challenges for the tobacco and alternative products industry, and it is not surprising to see it ranked at priority level 2 (just after “*Good health and Well-being*”). Due to their central role, the buyers have obvious responsibilities with regard to this goal, and in some countries, e.g. France⁵², the duty of vigilance throughout the supply chain is a legal requirement. A new law was voted in France in response to the collapse of the Rana Plaza building in Dhaka, Bangladesh, that killed more than one thousand people⁵³. Similarly to the textile sector, companies buying tobacco, and any other materials (alternative products included), should know and control their supply chains. The role of the procurement function is central, and the application of the principle of the international standard ISO 20400⁵⁴ can be particularly relevant for implementing a responsible sourcing strategy. This requires having

⁵⁰ <https://www.ilo.org/global/topics/decent-work/lang--en/index.htm>

⁵¹ <https://www.ilo.org/jobspact/about/lang--en/index.htm>

⁵² <https://www.legifrance.gouv.fr/affichTexte.do?cidTexte=JORFTEXT000034290626&categorieLien=id>

⁵³ https://www.ilo.org/global/topics/geip/WCMS_614394/lang--en/index.htm

⁵⁴ ISO 20400 Sustainable procurement -- Guidance

the capacity to conduct comprehensive audits of the supply chain before any purchase decision or contract signature.

Tobacco production is a significant source of employment and revenues for thousands of farmers and their families in several developing and developed countries. These revenues help in escaping from poverty and in financing good education for future economic growth. Tobacco exportations also contribute to the commercial exchange balance and represent an important source of tax incomes for countries. The move to potentially reduced risk products combined with a global reduction in tobacco consumption is changing the demand. This move could put many farmers in serious difficulties and could significantly impact the economy of developing countries producing tobacco (e.g. Malawi, Zimbabwe, Mozambique). E-liquids used with e-cigarettes still require nicotine extracted from tobacco plants and the impact could be partly compensated by the growth rate of alternative product businesses, but the problem is that jobs are not necessarily destroyed and created at the same location. What is true for tobacco leaf production in terms of economic and social impacts, is also true for sectorial suppliers of non-tobacco materials (e.g. cigarette paper or filter), or equipment (e.g. cigarette making machines or testing devices), or services (e.g. testing laboratories). The overall impact is however generally lower for these suppliers as most of them are located in developed countries where the economy, social protection, access to employment and quality of life in general are better. They nevertheless need to remain sustainable and have to look for other opportunities to cope with the changing environment. In all cases, whatever the speed of the demand decline in tobacco, all actors in the tobacco and alternative product sectors should protect human rights and offer safe and healthy working conditions, everywhere and always.

A number of actions and indicators have been identified and are represented on a mind map in Appendix 2. For example, an assessment of fairness of salaries can be based on the percentage of employees paid above the median salary in a given country and by analysing the statistical distribution of salaries. Considering that all employees contribute to the value creation and then to the profits, the portion of the profits shared with the employees (in addition to the portion paid to the shareholders and the remaining reinvested in business development) is also an interesting indicator that can be easily compared between organisations. Additionally, a certification against the ISO 45001⁵⁵ and/or SA8000⁵⁶ standards can be a way to demonstrate a responsible approach regarding decent working conditions. Now, if suppliers are not treated fairly first, how can their employees be treated and paid fairly? In this area, a relevant indicator of good practices is the percentage of invoices paid on time. There are still

⁵⁵ ISO 45001 - Occupational health and safety

⁵⁶ <http://www.sa-intl.org/index.cfm?fuseaction=Page.ViewPage&PageID=1689>

too many organisations forced into bankruptcy because they did not receive payment of their invoices on time.

The resilience of an organisation is another condition for offering decent work and enabling economic growth. It can be enhanced by a long-term business strategy and visibility translated into long-term mutual agreements and long-term human development plans. Resilience can also be enhanced by limiting the exposure of suppliers to a limited number of critical risks such as a high dependency on a single client or on a single type of production. In both cases, diversity is part of the solution.

Discussions and votes during the workshop led to the conclusion that the priority actions to support the “*Decent Work & Economic Growth*” goal should be the development of:

- i) a guideline for conducting audits of the supply chain, and
- ii) a method for assessing and scoring quality of life at work within the sector.

The first action is clearly related to the capacity to fulfil the duty of vigilance responsibility, and the second action should help to interpret the meaning of decent work as a tangible quality performance score.

3.2.5. Industry Innovation & Infrastructure

Industry is a driver of economic growth and employment, and industrialization has been shown to be negatively correlated to poverty⁵⁷. However, the development of industry is dependent on the quality of infrastructure. In order to reach this goal, the UN have set a number of targets such as the development of basic infrastructure⁵⁸ and the support of industrialization projects in developing countries, in particular in industrial processing and manufacturing sectors that are significant job creators⁵⁹. Infrastructure for internet and mobile phone communications are very important nowadays as both bring a range of services and avoid population isolation. In 2017, 93 % of adults in high-income economies had their own mobile phone, while only 79 % did so in developing economies⁶⁰. These figures show that deployment efforts should continue, but considering the pressure on non-renewable resources, such as rare earth elements, and the risks associated with climate change, innovation in

⁵⁷ http://icrier.org/pdf/26aug14/Athukorala_paper.pdf

⁵⁸ Roads, IT, sanitation, electrical power and water

⁵⁹ The UN see immense potential for industrialization in food and beverages (agro-business)

⁶⁰

https://globalfindex.worldbank.org/sites/globalfindex/files/chapters/2017%20Index%20full%20report_spotlight.pdf

infrastructure and in product life-cycle management will be crucial. In addition, and as underlined previously, good education is a condition for innovation, and investment is a catalyst for transformation. Investments in high tech product development should improve resource usage and energy efficiency thus reducing the environmental impact, and at the same time improving product safety, and consequently reducing the potential risk to the population. On the whole, industrial and product development should be in line with sustainable development goals and conducted by associating well-educated people with innovative technologies.

According to the survey, the “*Industry Innovation & Infrastructure*” goal was ranked at priority level 4. In the tobacco production sector, technological innovations and investments in infrastructures are recognised as essential to maintain competitiveness, to reduce costs and inputs, and to adapt to the customer demands or regulatory requirements. In this context, partnership with research and development institutions is seen as very important. New tobacco varieties are developed with the conventional breeding technique of crossing and selection, and biotechnologies are used to identify and track relevant molecular markers in order to improve the selection process. In the scientific domain of biotechnology, the gene editing technique is a recent innovation particularly promising for the treatment of certain genetic diseases. This technique can also be used to change the genotype of animal or vegetal species, which could potentially be classified as genetically modified organisms. In the United States, the Food and Drug Administration (FDA) is considering the possibility of regulating the nicotine content in tobacco leaf at a level that may potentially not be achievable with conventional breeding techniques. In the coming years, it will be interesting to see whether regulations may force tobacco growers to use innovative biotechnology to produce genetically modified organisms, which is currently illegal in many countries and under scrutiny by the largest tobacco manufacturers.

Growers are also facing another challenge forcing them to use new technologies. The migration of young people to urban areas reduces the workforce available for tobacco production, and continuous improvement of production capacity is indispensable for the sustainability of the supply chain. This need leads to the introduction of the latest technology for best agricultural practices; however, the deployment of technology could be challenging if it is not affordable and if infrastructure is inadequate (e.g. no access to electricity in isolated tobacco crop production areas).

Extreme weather phenomena caused by climate change observed in the main tobacco leaf production regions (e.g. Africa, South-East Asia) also oblige tobacco producers to develop new varieties tolerant to drought or floods. For example, the Tobacco Research Board in Zimbabwe

investigated the ability of short season tobacco varieties to accumulate biomass more quickly before the effects of drought affect the crop yield and quality⁶¹.

On the non-tobacco material side, the European Directive on single use plastics⁶² encourages paper suppliers to develop paper-based alternatives to plastics. Filter suppliers may also be asked to innovate to replace cigarette filters containing plastics. Equipment suppliers are implementing remote control solutions to mitigate maintenance costs and travel. One barrier to this is the missing digital infrastructure in remote locations as for some customers the internet connection is still poor.

For their part, tobacco products and other products manufacturers are heavily investing in research and development of new technologies to propose potentially reduced risk products to smokers.

The need to invest in facilities and infrastructure is also clearly accepted, understood and transformed into action. One specificity of tobacco leaf production is the post-harvest process of curing – not all tobacco varieties can be sun-dried. A reduction in energy consumption, i.e. wood, coal or natural gas consumption, is particularly important and is a subject of research, technology innovation and investment in curing facilities. Tobacco growers and product manufacturers are also investing in boreholes, wells and dams in response to the threat and occurrence of water scarcity. They also collaborate with the authorities and the communities in developing countries to build or repair roads and bridges, and they help to refurbish schools and clinics. It is crucial to monitor all investments in facilities and infrastructure in order to confirm that the positive impact is sustainable. A list of initiatives taken to support the UN SDG “*Industry Innovation & Infrastructure*” goal is represented in Appendix 2, as well as a number of indicators to monitor the impacts of these initiatives and to assess the performance improvement. Many of these indicators require method developments or guidelines.

Discussions and votes during the workshop led to the conclusion that the priority actions to support the “*Industry Innovation & Infrastructure*” goal should be the development of:

- i) a guideline for analysing tobacco and alternative products lifecycle, and
- ii) a method for assessing access to water⁶³.

⁶¹ CORESTA Conference 2019, Victoria Falls, Zimbabwe, Oral presentation AP32, www.coresta.org

⁶² http://europa.eu/rapid/press-release_STATEMENT-19-1873_en.htm

⁶³ A useful FAO webpage: <http://www.fao.org/land-water/databases-and-software/crop-information/tobacco/en/>

3.2.6. Responsible Consumption & Production

As highlighted by the OECD, an unprecedented increase in demand for raw materials worldwide is observed⁶⁴. This increase is driven in particular by the rapid industrialisation of emerging economies and continued high levels of material consumption in developed countries. Material consumption is still highly correlated to economic growth, but the increase could have dramatic environmental, economic and social consequences in the future if not anticipated. Consequently, it becomes critical for sustainable development to establish a resource efficient economy. Responsible consumption and production are essentially “*doing more and better with less*”, and it is about optimising the efficiency of the resources used, i.e. adopting a frugal approach⁶⁵. It is difficult to disconnect this goal from that of innovation. Consumers and manufacturers must maximize the value and usage of their resources and minimize their waste and energy consumption. From the consumer point of view, this means education, lifestyle and behaviour changes made through informed responsible decisions and sustainable consumption choices. From the manufacturer perspective, this means optimisation of the manufacturing processes and supply chain, implementation of sustainable procurement procedures, generalisation of product life cycle analysis and eco-conception, and consumer information and education campaigns.

According to the UN, the implementation of the “*Responsible Consumption & Production*” goal will help to reduce future economic, environmental and social costs, strengthen economic competitiveness and reduce poverty. The UN have set a number of targets such as implementing a 10-year framework of programmes on sustainable consumption and production; supporting developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production; substantially reducing waste generation through prevention, reduction, recycling and reuse (with a particular focus on food waste at the retail and consumer levels); or ensuring that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature. In the survey, the “*Responsible Consumption and Production*” goal was ranked at priority level 3.

Being aware of the impact of their emissions⁶⁶ and the need to reduce the burden on limited natural resources, an increasing number of suppliers in tobacco and alternative product

⁶⁴

https://www.oecd.org/greengrowth/MATERIAL%20RESOURCES,%20PRODUCTIVITY%20AND%20THE%20ENVIRONMENT_key%20findings.pdf

⁶⁵ See <https://ideas.ted.com/the-genius-of-frugal-innovation/>

⁶⁶ ISO 14067 Greenhouse gases -- Carbon footprint of products -- Requirements and guidelines for quantification

sectors is considering eco-conception following a comprehensive product life cycle analysis⁶⁷. In addition to mitigating environmental impacts, such an innovative approach is also seen as an opportunity to reduce costs and create new jobs. For tobacco growers, a responsible consumption of resources is the primary goal with regards to sustainability because agricultural products rely on natural resources such as water and energy for production. The work of the Natural Capital Coalition⁶⁸ and its protocol for identifying, measuring and valuing business impacts and dependencies on natural capital are worth considering. As mentioned in the previous section, some tobacco varieties require energy sources for curing, for example wood. If wood is not responsibly sourced and consumed, the long-term sustainability, livelihood, and profitability of farmers will be affected. Responsible production also requires responsible management of waste if waste cannot be avoided. Tobacco production generates biowaste that can be valorised. Tobacco stalks, for example, are frequently considered as a by-product of no commercial value, but some innovative research tends to show that stalks can be used to produce commercially valuable activated carbon⁶⁹. Biowaste can also be used for producing biogas⁷⁰ that which is in turn, converted into energy.

Tobacco product manufacturers maintain good relationships with tobacco suppliers, and some consider that it is a part of their responsibility to provide farmers with crop inputs and packaging. This is also a way to control the quality of the supplies upstream. On the other side of the supply chain, tobacco product manufacturers also identify illicit trade as an important issue in their materiality assessment. The illegal market undermines efforts to ensure that tobacco products are sold responsibly, it undermines child protection and it undermines government revenues.

Regulations are often a driver for adopting responsible production and responsible behaviours, for example by imposing a carbon tax, restricting the manufacturing of single plastic use products or banning harmful components. For equipment manufacturers, legislation has provided a framework for disposal of redundant equipment⁷¹. Legislation also prompted the redesign of some components to reduce the use of hazardous materials^{72,73}. Nevertheless, sometimes regulations are also seen as a restriction on the reduction of environmental impacts. In Europe for example, the Tobacco Product Directive⁷⁴ imposes a maximum volume of 10 ml for e-liquid bottles. When changing from 30 ml bottles (usually glass) to 10 ml plastic

⁶⁷ ISO 14040 Environmental management -- Life cycle assessment -- Principles and framework

⁶⁸ <https://naturalcapitalcoalition.org/>

⁶⁹ CORESTA Conference 2019, Victoria Falls, Zimbabwe, Oral presentation AP09, www.coresta.org

⁷⁰ <https://biowaste-to-biogas.com/Download/biowaste-to-biogas.pdf>

⁷¹ European Directive WEEE http://ec.europa.eu/environment/waste/weee/index_en.htm

⁷² European Directive RoHS http://ec.europa.eu/environment/waste/rohs_eee/legis_en.htm

⁷³ European Directive REACH http://ec.europa.eu/environment/chemicals/reach/reach_en.htm

⁷⁴ https://ec.europa.eu/health/sites/health/files/tobacco/docs/dir_201440_en.pdf

disposable bottles, over three times as much plastic is used in addition to cardboard packaging for the same final volume. In spite of these restrictions, many initiatives aligned with the “*Responsible Consumption & Production*” goal have been reported, compiled in Appendix 2 and summarised below.

Before trying to reach clear targets, such as reducing emissions, water, energy and material consumption along the process of raw material transformation and product manufacturing, the first responsibility of a company is to implement responsible procurement standards as described in ISO 20400. The raw materials that manufacturers need, should be produced responsibly and the duty of vigilance imposes certain rules on the buyers. In addition, the respect of the workforce and human rights are non-negotiable requirements. A certification can be a good approach to demonstrate business performance in this area.

Optimisation of the supply chain can contribute to a reduction of GHG emissions from transportation, and local sourcing should be preferred when possible. Local transformation of raw materials can also be an element to take into account as it contributes to local value creation and the reduction of poverty and inequalities in some cases. At the other end of the supply chain, optimisation of distribution channels can contribute to further reduction of emissions from transport.

Numerous initiatives have also been reported by equipment suppliers such as avoiding obsolescence as long as possible, reducing weight, using recycled materials or spare parts and reducing complexity.

Another point to be highlighted is the benefit of a close association between responsible marketing, product stewardship and eco-conception principles, as this is a sure way to simultaneously protect the planet and people. Well-designed products, with safe materials, contribute to the reduction of the environmental impact, and well-informed consumers contribute to their safety. This is particularly important for manufacturers of new potentially less harmful products. They should make sure that the usage of the product is appropriate. A good communication requires a two-way interaction (message delivery and feedback); if this is not the case, this is simply a transfer of information with no assurance that the message is well received. For this reason, it is important for the well-informed consumers of new products to inform the manufacturers too. By doing so, manufacturers can collect data on consumer reported observations or outcome (including adverse effects) in the post-market surveillance phase and may decide to modify or withdraw their product from the market(s).

Discussions and votes during the workshop led to the conclusion that the priority actions to support the “*Responsible Consumption & Production*” goal should be the development of:

- i) a guideline for providing farmers with crop inputs and packaging, and
- ii) a method for assessing and scoring the overall products SDG-performance.

While the first priority seems to be relatively easy to achieve, the second one is particularly ambitious. Linking the outputs of a life-cycle analysis to the SDGs could be the first step.

3.2.7. Climate Action

The last report of the Intergovernmental Panel on Climate Change⁷⁵ (IPCC) is clear. Scepticism is behind us, and massive human disasters are ahead if the global warming trend is not limited to 1.5 °C by 2100. Extreme weather conditions are already more frequently observed than in the past, and their impacts are particularly dramatic. One of the latest examples being the cyclone Idai in March 2019 devastating parts of Mozambique, Malawi and Zimbabwe, killing more than 1,000 people, leaving hundreds of thousands homeless and inducing a new cholera epidemic. If nothing is changed, the situation will become worse worldwide. Fertile soils will be converted into desert and biodiversity⁷⁶ will decline, this process being accelerated by deforestation. Some lands will disappear due to rising sea levels which will likely induce massive people migration thus destabilising the socio-economy of large regions, generating more poverty and inequalities, and leading ultimately to deadly conflicts. Greenhouse gas emissions are now at their highest levels in history and the target of 1.5 °C will never be achieved if emissions are not drastically reduced⁷⁷. Solutions exist that should be co-ordinately deployed at an international level. The Paris Agreement at the COP21⁷⁸ which went into force in November 2016 illustrates that the majority of the countries worldwide are now fully aware of the issue and their responsibility regarding sustainable development. Luckily, some optimistic people still think that there are solutions for reducing emissions. The main solutions are to decrease energy consumption in developed countries, to switch to renewable energy everywhere and to develop innovative approaches for carbon capture and storage. The UN set a number of targets for strengthening resilience to climate-related risks, and improving education or promoting mechanisms for raising capacity for effective climate change-related management in developing countries and small island developing states.

⁷⁵ <https://www.ipcc.ch/>

⁷⁶ See the Biological Diversity Protocol (BD Protocol) developed by the Natural Capital Coalition <https://naturalcapitalcoalition.org/>

⁷⁷ Keeping emissions at their current level is not an option.

⁷⁸ <https://unfccc.int/process-and-meetings/dGhLXBhcm/dGhLXBhcm%26from%3D#:a0659cbd-3b30-4c05-a4f9-268f16e5dd6b>

In the survey, the “*Climate Action*” goal was ranked at the priority level 5. A number of actions and indicators have been identified as represented in Appendix 2.

Tobacco products are mainly agricultural products, and as observed, most of the tobacco leaves are produced in developing countries which are particularly exposed to extreme weather conditions, so actions to mitigate and anticipate climate changes are vital. In addition to the economy, people are affected socially by sanitation and hygiene risks. Organisations like UNICEF and Global Water Partnership are joining their efforts to increase the resilience of impacted areas⁷⁹. The related expenditures for the farmers, and the short-term impact on production costs must of course be considered as an investment. The previous recommendation for the development of a consensual method to calculate tobacco production costs could bring two benefits: i) a figure from which a sustainable profit margin can be derived, and ii) an assessment of the cost directly related to the adaptation to the climate change.

Paper manufacturers are exposed to climate change because their raw materials are mainly vegetal fibres and because important volumes of clean water are required for the transformation process.

Tobacco manufacturers cover the whole supply chain from plant growth to distribution, and most of them undertake environmental footprint studies before setting targets for carbon emissions, energy and water consumption, and waste generation. One tobacco product manufacturer is also taking actions for a science-based target⁸⁰ in order to reduce its GHG emissions in line with a target of global warming limited to 1.5 °C by 2100.

Interestingly, potentially less harmful alternative products could have a positive impact. Combustible products release the carbon trapped in the leaves while non-combustible products retain it. The key questions are whether the benefit is counter-balanced by the impact of the electronic component production and the assembly of the devices, and by disposable waste management.

Many actions related to climate have been reported in the survey, and it is important to distinguish their aims, which could be i) to reduce the impact of the business activities on climate change, or ii) to mitigate the impact of climate change on business performance, i.e. making it more resilient, or iii) to anticipate climate change by adapting the business model to create value sustainably. In terms of business impacts, reported actions for decreasing the net GHG emissions are a reduction in the length of the supply chains and the number of business trips⁸¹; an improvement of the transformation/manufacturing process performance;

⁷⁹ https://www.unicef.org/wash/files/Strategic_Framework_WEB.PDF

⁸⁰ <https://sciencebasedtargets.org/companies-taking-action/>

⁸¹ Use of video networking, remote support, industry 4.0 tools and virtual reality

carbon trapping in the soil or as part of reforestation projects and; energy savings associated with production and use of biofuel or renewable energy. Regarding mitigation of the impact of climate change, the reported actions include the development of more resistant tobacco varieties; the building of resilient infrastructures and certified zero-energy facilities. Finally, the actions undertaken to anticipate and adapt the business models are supported by an assessment in accordance with ISO 14090⁸². No change in the business model for the sole reason of climate change has yet been identified in the tobacco and alternative product sectors, but increasing pressure from investors over the long term⁸³, and the increasing incidence of extreme weather phenomena costs could change the situation.

Discussions and votes during the workshop led to the conclusion that the priority actions to support the “*Climate Action*” goal should be the development of

- i) a guideline for assessing carbon footprint and other GHG emissions, and
- ii) a method for assessing the quantity of CO₂ captured over time from reforestation projects (while conserving biodiversity).

ISO 14067 already provides guidelines for quantification of carbon footprint of products. The first priority above refers to the carbon footprint along the tobacco and derived product supply chains, taking into account significant differences, such as the tobacco plant requiring agricultural practices while the derived products require extractions from the earth.

In terms of reporting, the GHG protocol⁸⁴ distinguishes three scopes. Scope 1 relates to the direct emissions, scope 2 to the electricity, steam, heat and cooling indirect emissions and scope 3 to other indirect emissions. The GHG protocol provides a number of general guidelines, however, the participants to the workshop expressed an interest in a consensual view of the scope 3 content.

3.2.8. Partnership for the Goals

There is a strategy of denormalization and isolation of the tobacco industry; its aim is to prohibit partnerships. As highlighted in the introduction, the misinterpretation of the article 5.3⁸⁵ of the WHO/FCTC tends to forbid any contact with the tobacco industry. Nevertheless, the UN recognise that a successful sustainable development agenda requires partnerships between

⁸² ISO 14090 Adaptation to climate change - Principles, requirements and guidelines

⁸³ See the work and recommendations of the Task Force for Climate Financial Disclosure
<https://www.fsb-tcfd.org/>

⁸⁴ <https://ghgprotocol.org/>

⁸⁵ https://www.who.int/fctc/guidelines/article_5_3.pdf

governments, the private sector and civil society. One of the targets is to “*enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries*” and to “*encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships*”. This does not seem to apply to the tobacco industry. Regarding this particular industry, the meaning of the word “*sustainability*” should be made clear in the context of partnership. It does not mean building partnerships for a sustainable development of tobacco businesses; it means building partnerships to support transformation enabling the creation of sustainable shared value. How could one improve the population health without encouraging or collaborating with the industry to develop and sale reduced risk alternative products? How could one help millions of tobacco farmers worldwide to combat poverty and hunger without working with them on diversification? How could one combat criminal organisations making profits by the illicit trade of tobacco products without collaborating with the legal businesses? More pragmatically, how could one align government and industry testing laboratories without collaborative studies? Science should step away from politics, and there is no good reason for justifying absence of partnerships, or reluctance to build them in total transparency. This would simply delay the implementation of positive changes. The UN underline that partnerships shall be built upon principles and values. There are principles and values in science that are universal (common to public and private sectors) such as transparency on assumptions and results, honesty and clarity in interpretations or capacity to replicate experiments. The process of peer-reviewed publication is also a good protection against junk science; the fact remains that several journals have decided not to publish any work from scientists working for, or from independent scientists working with, the tobacco industry⁸⁶, peer-reviewed or not. The need for science-based methods for assessing impacts of actions for transformation should open a field for transparent and productive partnerships, contributing to accelerate the UN agenda, and to achieve a shared vision of a better world.

The actors of the tobacco and alternative product sectors fully understand that no goal can be achieved alone and that partnerships with multiple stakeholders are absolutely necessary to meet sustainable development ambitions. For example, most of the manufacturers participate in ISO activities for the development of consensual international standards. One manufacturer reported that its programme for child labour prevention was prepared in collaboration with the ECLT and ILO, and another reported that their company was contributing to WASH programmes led by UNICEF. Collaborations with other organisations such as Winrock

⁸⁶ See <https://www.tobaccoreporter.com/2016/06/bat-criticizes-science-censorship/>

International, the International Justice Mission or the International Organisation of Employers are also possible options⁸⁷ among many others. Dialogue and co-development of solutions to the issues faced by business partners, such as suppliers and retailers, are also collaborative approaches for building a sustainable future together.

It is useful to make a distinction between partnership types, as there are at least four different levels of engagement and shared responsibility: i) a partnership to elaborate a programme that the manufacturers will own and manage autonomously and independently; ii) a partnership to prepare a consensual programme that the partners will own and manage together; iii) a partnership to prepare a consensual programme that a third party will manage and iv) a full delegation to a partner for elaborating and managing a programme. There is always a reason to choose one type of partnership rather than another, depending on the level of interaction, shared responsibility or independence expected. Each type of partnership can be justified and understood for some given situations, but the reporting of partnerships in a public integrated report should be associated with a transparent communication of the governance rules. Transparency is a way to avoid misinterpretations, or even the worst suspicions that can totally undermine the good intentions of the partners. Governance is a way to avoid unintended consequences of partnerships, for example a conflict of interest.

Before building partnerships, the first obvious step is the identification of the stakeholders throughout the value chain, their role and responsibilities, the degree of interaction and interdependence between them and the related risks. This step is essential because a key stakeholder involuntarily ignored and isolated (for example the community) could impair the success of the project. Standards ISO 26000 and ISO 44001⁸⁸ provide useful guidance in this area.

According to the survey, the goal “*Partnership for the Goals*” was ranked at the priority level 8. A number of actions and indicators have been identified as represented in Appendix 2. Most of the indicators correspond to the number and duration of partnerships communicated transparently and in relation with the expected benefit for the UN SDGs. The duration is particularly important as no sustainable goal can be achieved through short terms engagements. Sustainability cannot be built on volatility, and long-term business partnerships are the cement linking the foundation stones of a sustainable house.

⁸⁷ See <https://www.winrock.org/> , <https://www.ijm.org/> ; <https://www.ioe-emp.org/>

⁸⁸ ISO 44001 Collaborative business relationship management systems -- Requirements and framework

Discussions and votes during the workshop led to the conclusion that the priority actions to support the goal “*Partnership for the Goals*” should be the development of:

- i) a guideline for building confidence by applying transparency rules for reporting, communicating and creating partnerships, and
- ii) a method for identifying, mapping and prioritising key stakeholders.

During the project it has been very difficult to involve people publicly committed against the tobacco industry although discussions have always been strictly limited to the scope of the SDGs. Many anti-tobacco activists who were contacted politely declined the invitation for an independent contribution. The tobacco industry is blamed for being what it is, but is kept in a status quo, which is delaying the process of transformation expected and needed. Transparent partnerships should always be preferred to political positioning, strategic fragmentation and isolation of legitimate stakeholders.

4. RECOMMANDATIONS

4.1. Framework for choosing priority directions

The work presented in the previous sections has been mainly focused on initiatives and tools for impact assessments. However, a decision on actions needs to be taken from a range of options before an appropriate selection of initiatives, KPIs, methods and guidelines is made. The range of options is derived from the priority directions to follow, themselves derived from an overall assessment of an organisation. A questionnaire composed of 50 questions for such an assessment has been developed (see Appendix 4). The questions globally cover the issues discussed previously. Each of them is linked to one or several pillars of sustainability development⁸⁹ and to a number of SDGs. All questions have to be answered by “Yes”, “No” or “NA” (Not Applicable). Each “Yes” contributes positively to the overall performance assessment, while a “No” contributes negatively. Once the questionnaire has been completed, percentages of positive and negative contributions are calculated and two bar graphs are automatically generated (Figure 5).

⁸⁹ Economic, Social, Environmental

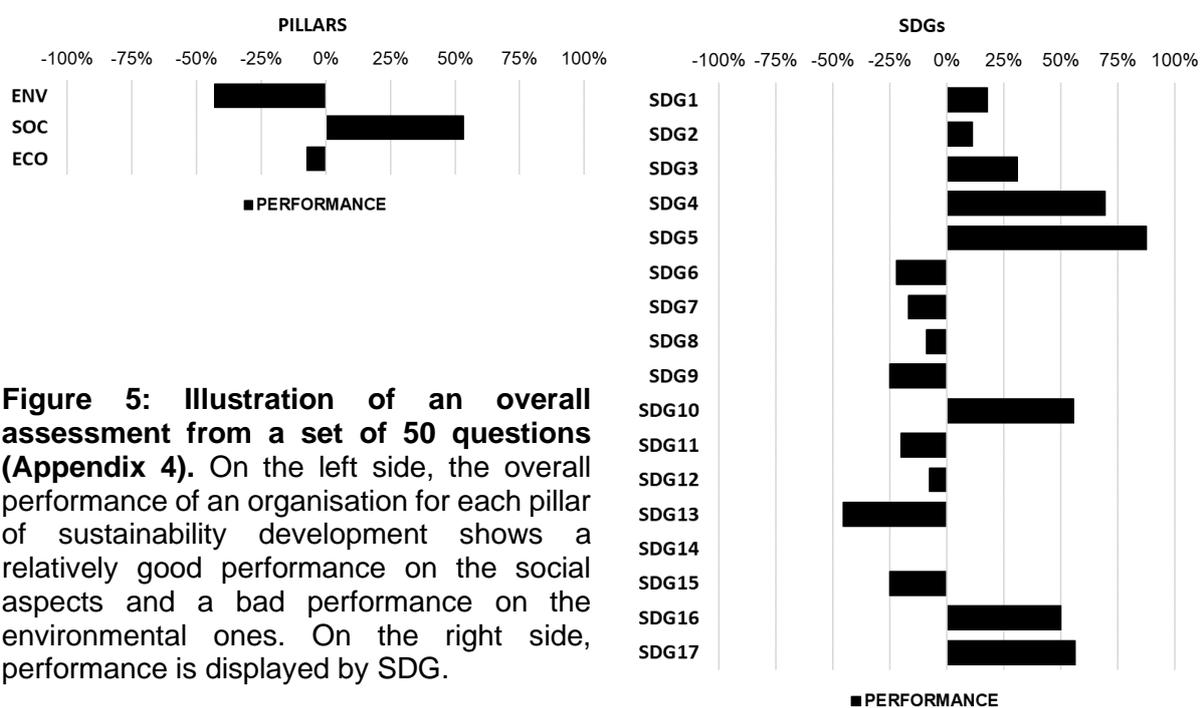


Figure 5: Illustration of an overall assessment from a set of 50 questions (Appendix 4). On the left side, the overall performance of an organisation for each pillar of sustainability development shows a relatively good performance on the social aspects and a bad performance on the environmental ones. On the right side, performance is displayed by SDG.

This framework is not for an independent external audit but for internal use. Its purpose is to help each organisation to choose themselves their priority directions for actions.

4.2. Mind maps for identifying performance indicators

The 17 mind maps presented in Appendix 2 are useful tools for selecting methods, guidelines and indicators. A total of 314 existing indicators, methods and guidelines were listed. Each of them can be used for setting targets and for measuring performance before and after an action is made. In addition, 108 indicators were identified for development or sectorial adaptation. As underlined in section 2.3.2, the mind maps will need to be continuously updated because new indicators, methods and guidelines will be developed over time, and new needs will be expressed.

4.3. Work programme for moving a step further

During the workshop, particular attention was paid to the proposals obtaining a voting score strictly higher than 10 (see the lines highlighted in Appendix 3). These high-score proposals

have been converted into one guideline need and one method need for each priority SDG so that 16 priority needs were derived (see Table 2).

Table 2 – The 16-priority missing sectorial guidelines and methods. The objective of the guidelines is to adapt and to help with the application of existing methods of impact assessment. The methods are specific to the tobacco and alternative product sectors.

SDG	Priority missing sectorial guideline to be developed (on the basis of existing standards/frameworks)	Priority missing sectorial method to be developed
SDG1 NO POVERTY	Guideline for identifying created and lost values along the value chain (positive vs negative externalities), and how they are shared / mitigated.	Method for calculating tobacco production cost, from which sustainable profit margin can be defined.
SDG3 GOOD HEALTH & WELL-BEING	Guideline for building safety and well-being programmes (see OECD better life index, ISO 45001...).	Method for assessing and positioning tobacco and alternative products against a risk continuum.
SDG4 GOOD EDUCATION	Guideline for assessing social return on investment in educational projects (see SROI framework, impact scorecard, IRIS...).	Method for assessing and scoring the quality of education within the sector.
SDG8 DECENT WORK & ECONOMIC GROWTH	Guideline for conducting audits of the supply chain (see official international standards, and/or STP model).	Method for assessing and scoring quality of life at work within the sector.
SDG9 INDUSTRY INNOVATION & INFRASTRUCTURE	Guideline for analysing tobacco and alternative products lifecycle (see circular economy principles, valorisation of waste options, ISO14040...)	Method for assessing access to water (people, quality, usage and volume).
SDG12 RESPONSIBLE CONSUMPTION & PRODUCTION	Guideline for providing farmers with crop inputs and packaging (see common set of sustainable stds).	Method for assessing and scoring the overall products SDG-performance.
SDG13 CLIMATE CHANGE	Guideline for assessing carbon footprint and other GHG emissions (see CDP, GHG protocol...).	Method for assessing the quantity of CO ₂ captured over time from reforestation projects (while conserving biodiversity).
SDG17 PARTNERSHIP FOR THE GOALS	Guideline for building confidence by applying transparency rules for reporting, communicating and creating partnerships.	Method for identifying, mapping and prioritising key stakeholders (see ISO 26000).

If the tobacco and alternative product sectors decided to move further consensually, the 16 needs could be the basis for a programme assigned to a technical committee or a working group with the objectives to:

- Monitor & review existing assessment tools relevant for the tobacco and alternative product sectors⁹⁰, and identify needs and gaps.

⁹⁰ As a result, the mind maps could be continuously updated.

- Develop sectorial guidelines and methods.
- Communicate & educate to support deployment.

It is not surprising to observe synergies between the priority guidelines and methods. Thus, there is an obvious complementarity between a guideline for identifying created and lost values along the value chain, how they are shared, and a method for identifying, mapping and prioritising key stakeholders. There is also an obvious complementarity between a guideline for assessing social return on investment in educational projects and a method for assessing and scoring the quality of life at work.

4.4. A tool for considering synergies and antagonisms

During the compilation of survey responses, the identified possible actions have been assigned in most cases to a single UN SDG only (the most relevant one) in order to keep the mind maps relatively light. But it appears clearly through section 3 that the goals cannot be considered independently from each other. Close links exist between them with possible cumulative benefits or neutralising impacts, or even with risks of side effects. Good education is likely to be positively correlated with decent work and economic growth; less harmful alternative products will be positively correlated with less tobacco which will have a potentially positive health effect on the population of smokers but a negative impact on farmer poverty levels; and there is a risk of biodiversity loss with inappropriate reforestation projects. Consequently, it is crucial to adopt a holistic view and a consistent and comprehensive approach to assess the global impact prior to any action undertaken in order to pre-check that a project leads to an overall positive impact. The structure of section 3 created an artificial segmentation of goals and this section aims to combine all pieces of the same puzzle together. A simple tool (see Appendix 5) has been created to encourage a systematic approach facilitating the review of the interactions by a project team, and to calculate a global score. This tool consists of an Excel spreadsheet used in five steps as illustrated in Figure 6. The first step is to provide a short description of the project and the main SDG targeted. The second step is a review of the interaction of the project with each SDG. Does the project reinforce, enable, constrain, counteract or does not interact at all with the goal⁹¹? The answer is converted into a score from +2 to -2 respectively, and the user is asked to formalise in a written form why the score is non-null. This formalisation is important as it forces the translation of opinions and feelings into rational arguments. To go a bit further (Step 3), the project team is

⁹¹ The scale is inspired from the scale of SDG interactions published in the UNDP discussion paper <https://www.who.int/fctc/implementation/publications/who-fctc-undp-wntd-2017.pdf>

asked to identify which pillar(s)⁹² is/are particularly impacted negatively, positively or not at all (-/0/+). And to go even a step further (Step 4), the project team is asked to list the risks or opportunities associated with this interaction, and to explain how the risk will be addressed or the opportunity seized. Finally, a set of scores is calculated for comparison with other projects including a synthesis of the interaction scores, a synthesis of the pillar impacted and a global project score: zero means that the impact is neutral, a positive score means that the positive impacts are higher than the negative ones, and a negative score is the opposite.

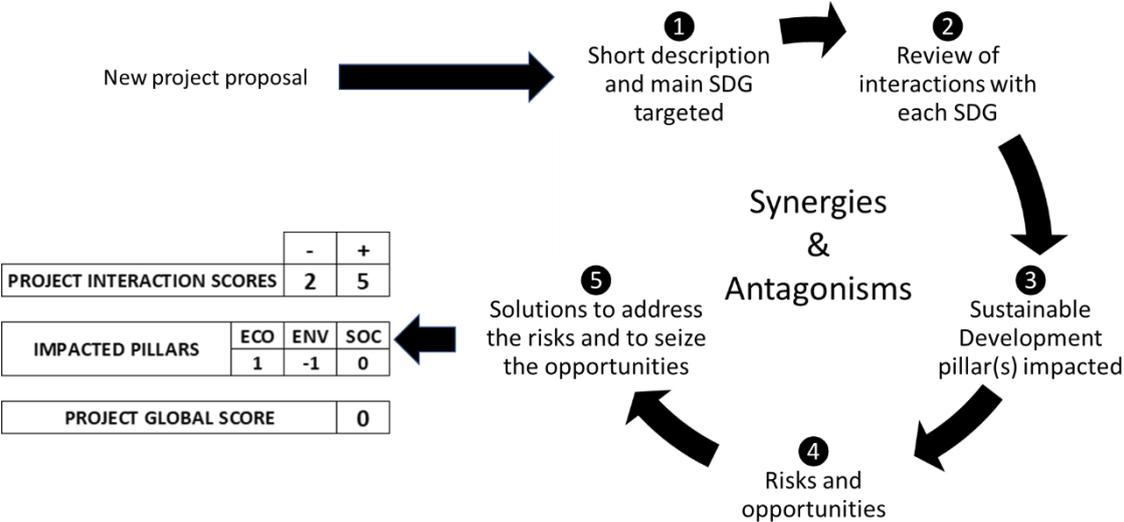


Figure 6: A 5-step process for analysing synergies and antagonisms. This process helps in identifying side effects and addressing them. This should be followed before an action is undertaken or a project launched.

The subsequent stage is where a process in 6-step of continuous improvement can be formalised (see Figure 7). The first step consists in answering the set of 50 questions presented previously. This exercise constitutes an overall assessment from which priority directions to follow can be identified (Step 2). This assessment can be completed with more specific business tools gathered by the SDG Compass⁹³. Once priority directions are established, options for actions can be chosen (Step 3). Each option is analysed to enhance the synergies and to mitigate the antagonisms (Step 4) during the phase of action and project plan preparation (Step 5). The mind maps help in selecting methods, guidelines and indicators for impact assessment for these specific action and project plans (Step 6).

⁹² Economic, Environmental and Social
⁹³ <https://sdgcompass.org/business-tools/>

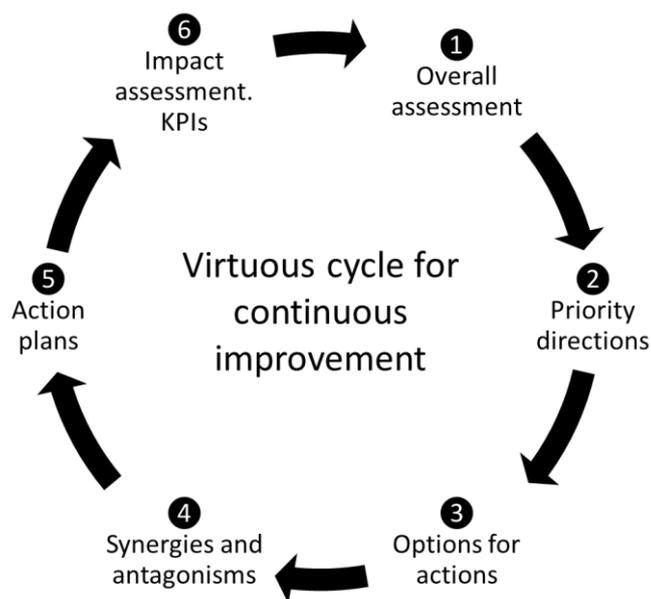


Figure 7: A 6-step process for continuous improvement. This circular process is based on the tools presented in this report.

4.5. The 18th goal: Building confidence

Today, no one can claim that the confidence of the stakeholders in the tobacco industry is particularly good. The history, the controverted products, and the strategies of demonization and isolation have contributed to a bad reputation. The strategic decision to change business models for a positive transformation in line with the sustainable development goals can help to improve the reputation among the population (consumers or not), to reassure the regulators about the companies' new intentions, and to build confidence with investors for financing the transformation and sustainable value creation. Figure 8 illustrates the pathway from a periodic reporting for compliance to a virtuous circle of value creation, and how science can help with this. In many cases, the main objective of reporting is to fulfil regulatory requirements, and what is more, to show that the organisation is responsible and future-oriented. In Europe for example, the Directive 2014/95/EU⁹⁴ requires the disclosure of non-financial and diversity information. All reported figures need to come from publicly available methods, ideally consensual to enable comparison. Methods need also to be science-based to enhance credibility. Such conditions contribute to build confidence with regulators, with consumers and with investors. The latter category of stakeholders is particularly important for financing business development and sustainability.

⁹⁴ <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014L0095&from=EN>

Impact investing becomes an opportunity for attracting investors and for supporting responsible projects of value creation⁹⁵. In this area, science can play another role by developing tools for converting intangible values (e.g. know how, soil quality, well-being/health or company/brand reputation) in money terms and for deriving return on investment, thereby improving again confidence in the business models. Part of the profit can be reinjected into the business to support new developments and/or transformation projects which finally initiate a virtuous circle of shared value creation.

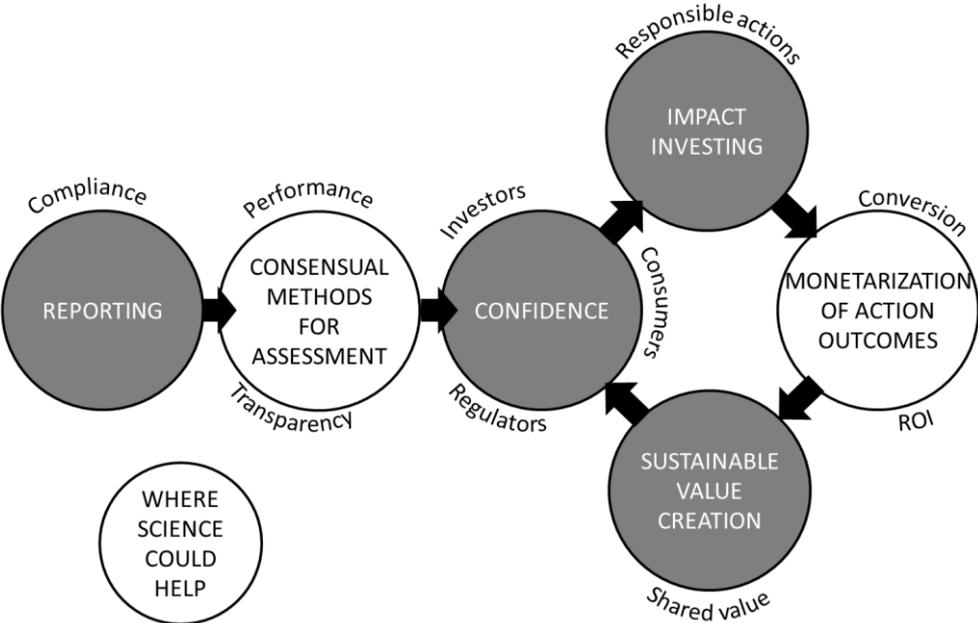


Figure 8: From non-financial reporting to sustainable value creation. The white circles correspond to the stages where science can play a useful role.

5. CONCLUSION

A productive journey has been made since the invitation to participate in the survey studied above, and many outputs have been produced along the way.

- 17 mind maps gathering actions, guides, methods and indicators have been built with regards to the SDGs.
- 16 priority needs for sectorial guidelines and methods have been agreed collectively.
- A questionnaire and graphs have been elaborated to assess the global impact of a given organisation and to identify directions for actions of improvement.

⁹⁵ See <https://iris.thegiin.org/> and <https://navigatingimpact.thegiin.org/>

- A tool has been developed for facilitating a comprehensive and systematic review of synergies and antagonisms between goals before actions are launched.

Mind maps, questionnaires and tools cannot be seen as a stack of different and independent blocks. They have all been integrated into a single circular process of continuous improvement that each organisation can implement individually. However, a lot more work still needs to be done collectively.

This project was the first attempt to bring together all sectors of tobacco and alternative products around the same table to discuss the question of sustainable development goals. Although many organisations contributed significantly to the work, many others declined because of a lack of familiarity with, or interest in, the UN SDGs, or because of the risk to reputation of being seen in the same room with the tobacco industry. Therefore, efforts should continue to familiarize more organisations with the goals, and also to achieve the 18th objective which is to restore confidence. More stakeholders need to join the discussion table and understand that this is not about working on the sustainability of the businesses as they are now, this is about anticipating global changes for creating value sustainably for the benefit of all, now and in the future.

Trust cannot be achieved without credibility and transparency. There are obvious needs for credibility regarding the data disclosed publicly, and regarding the measurement of the non-tangible value created. Associations like CORESTA can play a role in this area as good science is synonymous with credibility. The time has come to create a platform where all participants could contribute positively and transparently to the monitoring and review of existing assessment tools, to the development of sectorial guidelines and methods, and to the rising awareness to support deployment.

The ball is thrown, let's get it rolling sustainably!

AKNOWLEDGEMENTS

After 20 busy years spent managing laboratories and scientific research programmes, the time came to take a breath and do something different. So, I decided to spend a year exploring the tobacco industry from the point of view of Corporate and Social Responsibility (CSR). I would like to thank my past employer and boss who offered me the opportunity to undertake this major change in my personal and professional life.

My interest in interactions between the United Nations sustainable development goals and the tobacco and alternative product sectors emerged progressively in my mind, but aware of my limited competencies, I decided to prepare an MBA specialised in CSR. I would like to express my gratitude to Professor Isabelle Nicolai, responsible for the MBA programme at the Institute Leonard de Vinci, Paris. She showed confidence in my capacity to succeed and was convinced by the sincerity of my approach. I hope she will be pleased with the work I have accomplished so far. During the interview, she asked me if CSR was a question of communication; this report is my answer.

The project would have not been possible without a hosting organisation, and taking into consideration the scope of CORESTA activities and its membership, CORESTA had all the prerequisites I was seeking. I would like to extend my sincere gratitude to Huub Vizée, President of the Board of CORESTA, who opened the door to me. He has been the best sponsor I could imagine.

It would have been a big mistake to conduct this work alone without involving stakeholders. Many thanks to the 29 organisations who participated in the survey, and to the 15 who further contributed to the workshop. Without them, this report would have been a compilation of low value personal thoughts only. Special thanks to the workshop facilitators, Lise Fraissinet, Eric Favre, Pierre-Marie Guitton and Huub Vizée who took this important role very seriously.

Eeva Marignac, from the CORESTA team, played also a very important role and contributed to the successful completion of the project. She provided great support in the preparation and management of the workshop. She was also my first reviewer and I really appreciated all her constructive feedback. Thank you, Eeva.

The icing on the cake came from Natacha de Tervarent, also member of the CORESTA team. She provided constant and high-quality support in the administration of the project, she made countless relevant suggestions, and she conducted the final thorough review of the manuscript. Thank you, Natacha.

My last thanks go to Pierre-Marie Guitton, Secretary General of CORESTA. He took care of me, making sure I was in the best environment possible in order to deliver beyond expectations, and he provided all the resources I needed, including part of his staff. I have so thoroughly enjoyed being a part of his office that I have decided to stay.

LIST OF APPENDICES

APPENDIX 1 – TESTIMONIES

Four open questions were asked in the survey, and each of them required detailed answers. Consequently, the amount of information collected was huge and diverse. In order to avoid any misinterpretations, answers to questions 2 and 3 relative to the rational and externalities were simply collated as a compilation of testimonies.

APPENDIX 2 – MIND MAPS

For the sake of clarity, mind mapping was considered as an appropriate approach for representing comprehensively but synthetically the initiatives and tools for measuring the impacts collected from question 4 of the survey.

APPENDIX 3 – NEEDS IDENTIFIED AND VOTING RESULTS FOR THE EIGHT PRIORITY GOALS

This appendix is a compilation of the consensual and sectorial methods to be developed following the workshop participants' proposals and votes.

APPENDIX 4 – FRAMEWORK FOR AN OVERALL ASSESSMENT AND FOR IDENTIFYING PRIORITY DIRECTIONS

The range of options for action of improvement is derived from priority directions, which in turn are derived from an overall assessment of an organisation. A framework composed of 50 questions for such an assessment has been developed.

APPENDIX 5 – TOOL FOR REVIEWING INTERACTIONS WITH THE GOALS

A simple tool was created to encourage a systematic approach. It facilitated the reviewing of interaction by a project team, and the calculation of a global score.



TESTIMONY

WHY THIS IS IMPORTANT?

Seed & Leaf Suppliers

“Growing a cash crop is an investment that allows growers to generate resources to look after their families. Our role is to ensure that the grower conducts the business of growing tobacco profitably. If the farmer is involved in profitable business, he can then stay clear of the poverty zone.”

“We need to work together with farmers to enhance their livelihoods, looking for a continuous improvement on sustainable tobacco production.”

“Tobacco is one of the only, or a niche, cash crop grown in many countries. It is a direct support to many farmers, farm workers, transporters, agricultural suppliers, factory workers, and their families and communities. A direct injection of cash to communities helps to reduce poverty and improve livelihoods, education and innovation.”

“The ultimate goal of our activities is to contribute towards poverty reduction and socio-economic development of tobacco farmers at the same time reducing environmental impact.”

Tobacco & NGP Manufacturers

“Returning a portion of company's profit to the society is a kind of the company's responsibility.”

“By working closely with the farmers from whom we buy tobacco we can enhance farmer livelihoods and reduce poverty. Tobacco leaf remains at the core of our products, even with the growth of our Next Generation Products (NGPs), so the farmers who grow it are crucial to the continued success of our business. Agricultural supply chains are particularly vulnerable to a range of different risks and tobacco growing is no exception. Understanding the challenges, finding solutions and mitigating these risks are central to our organisation's approach to sourcing tobacco leaf. Not doing so could affect the livelihoods of the farmers we work with around the world and the security of our long-term supply of tobacco leaf. These issues also affect agriculture more broadly and pose a threat to current farming practices being able to meet the demands of the world's growing population.”

“Poverty is the root cause for child labour, forced labour and indecent working conditions.”

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

Seed & Leaf Suppliers

“Our role is to ensure that farmers are properly empowered in order for them to make money out of tobacco production and thus ensure their families and communities are free from hunger. In addition, the farmer is not only just ensuring he's got enough to feed his family. The farmer

will be able to generate much more than \$1.25 from sustainable tobacco production thus ensuring a comfortable life for himself and his family.”

“Provide technical assistance and technology to enhance the agricultural production of the farmers, with a sustainable income generation.”

“Contracting and working with farmers, operating factories.”

“As part of our organisation mandate to promote best practices for tobacco production to enable tobacco farmers realise maximum benefits from tobacco production there by increasing disposable income for farmers there by contributing towards eradication of poverty.”

Tobacco & NGP Manufacturers

“A portion of my company's profit is being used for supporting antipoverty action.”

“By working with farmers to increase yields and farmer sustainability we can make them more profitable and in turn reduce poverty.”

“We source our tobacco from poor regions of the world and thus contribute to the livelihood agricultural families and our companies offer employment to people in poor communities.”

How could the organisation's activities potentially impact this UN goal negatively?

Seed & Leaf Suppliers

“Sometimes farmers are over-ambitious, borrow heavily because they have heard that one can make money with tobacco. If the project fails, that would certainly introduce poverty. Additionally, monoculture of any crop is a recipe for disaster through diseases and unfavourable weather conditions. Though our organisation preaches sustainable production, the message could be lost on some farmers.”

“If farmers in debtedness can compromise their revenues.”

“Moving out of certain production areas, paying below CoP price.”

Tobacco & NGP Manufacturers

“If tobacco farming was not a profitable enterprise for farmers it could have a negative effect on poverty levels.”



TESTIMONY

WHY THIS IS IMPORTANT?

Seed & Leaf Suppliers

“Our mandate is to direct, control and carry out tobacco research. Tobacco is grown as a cash crop and our mission is to maximise economic value from sustainable and responsible tobacco production not only through provision of elite varieties but also agro-based products and services. Thus, production of tobacco provides an opportunity for a farmer to be able to adequately provide for his family even if his farm is on marginal soil where food crops would not flourish but tobacco does.”

“We need to promote crop diversification, growing other crops alongside, or in rotation with, tobacco.”

“Ending hunger among smallholder farmers is responsibility of all institutions in Malawi. By increasing income for farmers through enhanced tobacco production through appropriate technologies, farmers will have resources to purchase food.”

Tobacco & NGP Manufacturers

“Our sustainability efforts touch on every aspect of our value chain – from the farmers who grow tobacco right through to the 150 million consumers who choose our products. We can provide a substantial contribution to this SDG by helping tobacco smallholder farmers improve their productivity and food security through good agricultural practices and crop diversification.”

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

Seed & Leaf Suppliers

“Our role is to ensure that farmers are properly empowered in order for them to make money out of tobacco production and thus ensure their families and communities are free from hunger.”

“Generally, tobacco occupies the minor portion of the land of the farms where its grown, tobacco worldwide occupies less than 1% of the total agriculturable land of the world.”

“By increasing disposable income to farmers that could be used for purchase of food items.”

Tobacco & NGP Manufacturers

“The production of smoke-free products requires less tobacco compared to cigarettes. When large numbers of consumers eventually switch to smoke-free products, we expect a gradual decrease in tobacco leaf requirements, which will free up land and capacity for other uses. To proactively prepare for and enable this crop diversification in the most effective way, we are following a multi-stakeholder approach involving tobacco suppliers, NGOs, and other companies active in the agricultural sector.”

How could the organisation's activities potentially impact this UN goal negatively?

Seed & Leaf Suppliers

“Growing tobacco as the sole crop without growing it sustainably and in rotation with food crops does mean if tobacco fails in a particular year, the farmer will potentially be unable to adequately provide for his family and thus expose them to hunger.”

“If farmers invest their time and resources on technology that is not appropriate it may erode their disposable income leading to shortage of income to purchase food.”



TESTIMONY

WHY THIS IS IMPORTANT?

Consumers

“Transitioning from smoked tobacco to risk-reduced (RR) like HnB or clean oral tobacco and common goods (CG) products (without smoke, like ENDS or Swedish-like snus) is one of the major aspects of this objective, worldwide.”

NGO

“Tobacco use, namely smoking, is the leading preventable cause of death in the world. Reducing rates of smoking is paramount to healthy people, communities and countries. Given that smoking is a complex behavior influenced by environment, culture, genetics, and perception efforts to reduced levels through regulations, taxes and communication campaigns have been effective but can only go so far. The potential of alternative products to further reduced the death and disease from smoking is enormous.”

Tobacco & NGP Manufacturers

“As a cigarette company, my organization thinks it has a social responsibility in healthy life of human beings.”

“Smoking cigarettes causes serious disease. Smokers are far more likely than non-smokers to get heart disease, lung cancer, emphysema, and other diseases. In 2016, we made a bold announcement: Our business vision is to replace cigarettes with less harmful, smoke-free products as soon as possible.”

“In 2017 we commissioned an independent materiality assessment of all sustainability-related issues for our organisation. This was an extensive piece of work which included internal stakeholder engagement as well as external stakeholder engagement to determine the issues that are most important to us as a business and to our stakeholders. In this analysis the top 20 sustainability issues were identified and 'Consumer Health' was ranked as the top material issue. This issue aligns to the SDG - Good Health and Wellbeing.”

“Developing and launching PRRPs will have a positive impact on public health if smokers then switch to these products.”

Equipment Suppliers

“We operate in an industry that essentially works counter to this objective. The Tobacco industry is primarily focussed on producing combustible cigarettes which are well known to have adverse health outcomes for smokers and can damage unborn children making babies less viable e.g. low birth weight, premature delivery, stillbirth and miscarriage.

To address this the tobacco industry needs to change, and as a supplier of capital goods to this industry we would need to reflect the change in the products offered.

The tobacco industry has made some small changes in terms of offering nicotine delivery in a form that has fewer toxins and probably are less harmful than combustible cigarettes, despite a strong headwind from organisation that demonise the industry such as the WHO.

These industry new products have stimulated this business to innovate and provide more effective and targeted products that have a tendency to be of a more sustainable design, lower power and air consumption, easily recyclable and of a design that allows simple repurposing.”

“Public Health is the key requisite to be able to execute changes for a "better world".”

Experts

“The health negative consequences of tobacco use are well documented and accepted by all stakeholders. Sustainability in this context can refer to a reduction in morbidity and premature mortality associated with tobacco use.”

“All products provided are recreational products and imply a level of addiction / risks to health. But some innovative products have also helped smokers stop/reduce nicotine/smoking.”

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

NGO

“In addition to creating and marketing alternative products which are desirable by consumers there is a mandate for manufacturers of alternative products to undertake rigorous risk communication about their products. This includes not only the potential absolute risks but also through communication efforts which stress the risk reduction possible for those who switch from smoking to alternative products.”

Consumers

“Shifting the markets from/instead of smoked cigarettes to RR/CG can be one of the most potent action available.”

Tobacco & NGP Manufacturers

“Diseases which might be caused by tobacco product use can be reduced or relieved.”

“By replacing cigarettes with less harmful alternatives, we can significantly reduce the negative impact of our products on individuals and society.”

“At the heart of our strategy is a desire to create something better for the world's smokers. We want smokers to switch to alternative products with lower health risks. We are doing this by investing in next generation products (NGP), most notably in e-vapour products which are tobacco-free. A growing number of regulators and public health bodies have concluded that vapour products are less harmful alternatives to smoking and therefore have a role to play in reducing tobacco-related disease.”

“By offering products that smokers can switch to - reducing the chances of them suffering from smoking-related diseases.”

Equipment Suppliers

"In developing equipment that more readily detects and quantifies toxins found in tobacco smoke and nicotine aerosols we assist product developers and manufacturing teams produce products that have the potential for reducing harm from the inhalation of combustion products."

"We deliver systems to evaluate health effects environmental pollutants, drugs, consumer products and give a tool to improve the situation via research."

Experts

"The introduction of lower-risk and zero-risk alternatives to conventional tobacco products."

"Alternative products reduce the risks and drive the traditional tobacco to also try and reduce risks."

How could the organisation's activities potentially impact this UN goal negatively?

NGO

"The sector should be supportive of reasonable regulation of these products, particularly regulation which is in relation to the potential risk. This could cause a natural shift of smokers from combusted use to reduced risk products. The tobacco sector should also cease undermining sensible regulation about combusted use around the globe."

Consumers

"If markets are constrained by regulations unproportionally to the risk difference (in each country depending on the current markets), or if the risk difference is not clearly stated to the population, risk is real to continue to increase smoking, which in turn would impact this goal negatively."

Tobacco & NGP Manufacturers

"Tobacco products currently marketed are not free from adverse effects on smokers."

"By not selling less harmful alternatives to cigarettes."

"At present the tobacco part of our business still contributes to 70-80% of our revenue. We understand society's concerns about smoking causing tobacco-related diseases like cancer. By the close of 2018 we will have invested more than £700 million in NGP and we will continue to increase that level of investment to drive innovation, improve the smoker conversion rate and encourage smokers to switch to less harmful alternatives. Our goal is to have 50% of revenue from NGP by 2025."

"There could be a neutral impact on public health if only consumers who previously did not use nicotine start to use the new products (and smokers do not choose to quit)."

Equipment Suppliers

"Sustaining and supporting the traditional tobacco industry through a transition phase to safer products could be seen as an adverse outcome."

Experts

"The continuing marketing of highly toxic conventional tobacco products or products where risk-reduction is not proven."

“None of the products support good-health but they target more and more to provide recreational choices with less impact on health. Additional support to users (like acceptable levels of wine) should accompany the products and some companies are following this path.”



TESTIMONY

WHY THIS IS IMPORTANT?

Seed & Leaf Suppliers

“It is an acknowledged fact that poverty is one of the contributing barriers to quality education. Our activities ensure a better livelihood and therefore more probability of a farmer's children attending school. However, Zimbabwe does have one of the highest literacy levels in the world and this because there was recognition at policy level that education was paramount. At institutional level, we support Primary School and children of employees pay nominal fees which helps to ensure access to as many children in the community and those surrounding it to education.”

“Locally educated people are needed for a successful tobacco growing. A key aspect to improving growers' yields, quality and efficiency, and therefore their livelihoods, is education. Education is also essential for reducing the impact of tobacco growing on the environment.”

“Quality education is key to the development of the country. Our organization needs to cover specific positions, which require a certain specialization and trained professionals. There is a paradox that at the same time that many people, especially young people, cannot find work, it is difficult to fill positions in places that need directed training. In our country and in the province, primary education is compulsory and fulfilled by 98% of children. But the quality of education is necessary in adolescents and youth, in the training of trades or higher studies.”

“Our organisation has one of its goals of developing self-sustaining Agricultural training programs.”

Tobacco & NGP Manufacturers

“Only way to address root causes of poverty is to address structural issues in the supply chain (to break cycle of poverty). Education is one of the key elements in this endeavour.”

“Education is the way to escape poverty and improve livelihood.”

Paper Manufacturers

“The growth of our business is fuelled by the performance of our teams and, in turn, our company's success offers advancement opportunities to our workforce. With this in mind, we continue to offer employees resources that support their career growth, health, well-being, and safety, as well as competitive pay and benefit programs.”

“Economic growth and decent work are based on a high quality of education. Without proper education, nobody can expect suitable economic benefits.”

Equipment Suppliers

“The company is primarily a consumer of education, or rather a consumer of technically educated staff. The company has adopted a policy of employing well educated individuals irrespective of their country of origin and sponsor the visas of a number of people seeking

employment in the UK. We also employ technicians outside the UK, located close to our customers operations.

The nature of the business requires highly technical workers and consequently we have 25% of employees with higher degrees and 3% with postgraduate degrees and expect to increase these proportions over the next 5 years. Clearly it is in the company's interest to improve educational opportunities.

The difficulty in recruiting experienced, well educated, technical staff has made us re-examine our recruitment objectives and in the last 5 years have consciously recruited new graduates and engaged with the UK apprentice scheme and have a rolling program of awarding apprenticeships and supporting further/higher education through "learn as you work" programs that include financial support and time off for study.

Efforts to engage directly with educational institutions (e.g. sponsorship of graduate programs) have not met with any success as being a supplier to the tobacco industry precludes such involvement when put before governance committees."

"Without education a change is not possible. The intellectual capabilities are key."

"As a technology company, we need well educated employees to offer high quality machines and services."

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

Seed & Leaf Suppliers

"As part of our Corporate Social Responsibility, we support a primary school on its grounds. This allows access to education to a large community."

"By educating farmers to improve their agricultural practices (agronomy support services)."

"Making agreements with universities or colleges. Granting scholarships in careers of interest."

"Improving education by developing high quality programs for the youth that address education, economic/social and environmental needs of the society."

Tobacco & NGP Manufacturers

"We are contributing to this through our flagship programs: ARISE, Grower Support Programs and ALP."

"Support initiatives that provide education both to the company's employees, in particular in the third world, and via projects in our supply chain."

Paper Manufacturers

"We assess employees and select managers based on their performance, as well as the extent of their responsibilities. We provide our teams with a global development platform, giving talented team members the opportunity to shoulder greater responsibilities and accelerate career growth. In this way, we equip our employees with personal development opportunities over the course of their entire career."

"By focussing on the education and educational development of our employees."

Equipment Suppliers

“We continue to work at an individual basis to develop lifelong learning for employees and feel that this is a not only a benefit to the individual but also to the company. Encouraging this as an approach more widely in industry would support the sustainability goals. Disappointingly this was a standard practice in the UK 30 years ago but has become rarer as the economy has moved from large industrial bodies to smaller innovation reliant organisations with a more mobile workforce.”

“Limited. Only with product training.”

“Training and educating our staff (and customers staff) in different fields. Running a people training centre.”

How could the organisation's activities potentially impact this UN goal negatively?

Seed & Leaf Suppliers

“If the children were required to work on the tobacco farm, that could potentially negatively impact the goal. This does not happen in our organisation although what turned out to be untrue reports have been published about child labour in our country.”

“Not participating or without social responsibility with the community.”

“If programs are not well structured and irrelevant, they may negatively affect the quality of Education.”

Tobacco & NGP Manufacturers

“By being passive observer (which we are not).”

“When children are subject to child labour in tobacco growing communities, they are deprived of schooling.”

Paper Manufacturers

“By ignoring the educational situation of our employees.”

Equipment Suppliers

“Developing individuals is challenging and there are often cases where new employees are needed and the demand from the company cannot be met from a domestic skills base. The response is to seek non-domestic graduates or overseas graduates that have been educated here and do not wish to return to their home country. Often these are from poorer countries where their level of education would have a disproportionate influence on the development of industry or education in the home country.

The balance between developed countries sucking out the best and brightest from developing countries vs the desire of an individual for a “better” or “easier” life is a real one that needs addressing at a nation state level.”

“Doing nothing. Making money only.”



TESTIMONY

WHY THIS IS IMPORTANT?

NGO

“Goal 5 concerns the equitable treatment of all regardless of gender. While focused on gender this goal could be extended to include equitable treatment of all regardless of gender, religion, age, class, health status, education level, etc. Tobacco and alternative product sectors must keep in mind diversity and inclusion in their business and marketing practices, research, and communication efforts.”

Tobacco & NGP Manufacturers

“A concerted effort to achieve gender equality has been made globally for long time. However, there are still many problems to be solved.”

“Every human should have the opportunity to develop his or her talents, irrespective of gender. We employ thousands in our own operations, and thousands are employed in the tobacco fields, including girls.”

Equipment Suppliers

“As a manufacturer of advanced test equipment there are few instances of low paid roles within the company that would 30 years ago be considered “women’s work”. The company is conscious of achieving pay parity for jobs of equal worth and reviews regularly that there is no accidental or intentional pay discrimination on the basis of gender.

The company has progressive policies of discrimination in all forms and applies these consistently throughout the organisation. Additionally, we have a positive and supportive policy with regard to maternity and paternity leave to remove this bar to career progression.

However, there is still clear underrepresentation of women in technical roles and in senior and managerial roles. Within the company < 15% of managerial roles are occupied by women. Less than 5% of engineering roles are occupied by women.

Engineering is not the preserve of the male and where we have women in post these more than compete with their male colleagues and tend to bring different insights to problem solving. Unfortunately, the number of women applying for senior and engineering roles is woefully small and currently promotion from within is generally unavailable to us – lack of desire to move to management.

We have taken the step of ensuring interviews for female candidates for open posts when the opportunity has arisen to give a “balanced” review board but the opportunities have been few and far between.”

Experts

“The tobacco and nicotine consumer goods industry is recognised as a well-resourced and international business. It has a responsibility to set and meet the standards relevant to gender equality”

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

NGO

"The tobacco sector has seen a marked increase in women and other minorities. This practice should be continued and increased."

Tobacco & NGP Manufacturers

"My company has a policy to hire and promote employees based on gender equality."

"We support that also girls are withdrawn from child labour and get an education (via ECLT, the Foundation for the Elimination of Child Labour, www.eclt.org). We offer education to employees irrespective of gender."

Equipment Suppliers

"Currently there are company maintains an approach that is gender friendly within the current legislative framework. Providing gender neutral opportunities is a company policy that is enacted but underpinning this is the lack of women seeking careers in manufacturing or with an SME intensive education."

Experts

"Recruitment is generally balanced and opportunities for advancement appear fair for both genders."

How could the organisation's activities potentially impact this UN goal negatively?

NGO

"Smoking has particular risks for women, those with existing disease, youth and other vulnerable populations. Aggressive marketing towards these groups endangers their health rather than improving their places in society."

Tobacco & NGP Manufacturers

"Maybe we unconsciously keep women in existing roles and are biased in various ways."

Experts

"The penetration of women and trans-gender individuals into higher levels of management is poor. The perception persists (with justification) that the industry turns on an "old boys" network."



TESTIMONY

WHY THIS IS IMPORTANT?

Seed & Leaf Suppliers

“For our organisation, the need for water goes beyond just access to affordable drinking water but touches also on irrigation water. In view of climate change, rainwater for agriculture and becoming less and less reliable. Thus, it is imperative that we develop crops that require less water and this is some of the research work being carried out at the breeding level. Additionally, storage of water is also an important aspect.”

Tobacco & NGP Manufacturers

“Access to clean water and sanitation proves to be one of the key challenges in farming communities worldwide. Overall access to water and volatile climate conditions present major challenge in agriculture. If farmers and workers do not have access to clean water and sanitation, lack of water, and water borne diseases pose a major threat for community livelihoods and thus for tobacco growing.”

“Tobacco leaf supply is essential for the sustainability of our business and revenues from this part of the business are invested in NGP year-on-year. In 2018 we conducted an independent Environmental Footprint Study across all of our operations and supply chains including tobacco leaf, NGP and non-tobacco material (NTM) supply chains. The study showed that 99% of our water impacts are in the tobacco leaf supply chain as this is an agricultural product. UN SDG 3 - clean water and sanitation is best aligned to our goal of minimizing our water impacts.”

Paper Manufacturers

“As a water intensive industry, paper production was identified in the Ceres Aqua Gauge as a high priority sector for the evaluation of water risk. Depending on the mix and applications, water consumption for specialty papers varies greatly, and is commonly higher than in the production of commodity paper grades. The production of papers compliant with food contact or pharmaceutical use requires extremely pure water, presenting limitations for the closure of water circulation in the mills.”

“Meeting the legal regulations, minimization of environmental impacts through our industrial processes, fulfilling international standards of certification and setting a benchmark for other industries.”

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

Seed & Leaf Suppliers

“The provision of short season varieties requiring less water to maturity and that would still give a decent yield would have a positive impact in that in a water-constrained environment.”

Tobacco & NGP Manufacturers

“We have series of programs to address this challenge in place, such as building water wells with potable water, and capacity building in the communities to keep them.”

“We already have Leaf Partnership Projects in place in areas of high-water stress from where we source tobacco from. For example, investment in boreholes and dams not only benefit our tobacco farmers but also the local communities. We have a Sustainable Tobacco Programme (STP) in place which all of our tobacco leaf suppliers are required to participate in. This programme includes educating the farmer on best practice in terms of the use of crop-protection agents (CPA) and water conservation and irrigation.”

Paper Manufacturers

“Water scarcity and water risk is not uniform across all locations and supply chains. We operates in locations where there is an apparent and abundant supply of water. This is confirmed through our application of the WRI Aqueduct Water Risk Framework to identify potential water risk exposure for our operations. Our analysis found that the overall water risk for our operating sites is low to medium, and the baseline water risk stress will remain largely unchanged over the next 10 years. Nevertheless, sustainable use of water remains of high importance to us and our stakeholders.”

“By supporting the protection of fresh water resources.”

How could the organisation's activities potentially impact this UN goal negatively?

Tobacco & NGP Manufacturers

“Directly: In case that waste from processing facilities is not adequately managed it can contaminate water sources. Indirectly: through non-adequately managed waste from growing communities.”

“Tobacco is an agricultural product and therefore will always require a water supply for irrigation. Therefore, it is vital to replenish the local water supplies used.”

Paper manufacturers

“During 2017 there was a slight increase in these parameters compared to the preceding year. On the one hand, this increase is related to start-up curves associated with the rebuild and extensions of the machines at two facilities and, on the other hand, it reflects the changes in our production mix made in response to market needs. Our customers are demanding ever greater functionality and quality and to meet these needs we have developed innovative new products. Produced with the latest, highly sophisticated processing technology, these new top performing grades require higher specific water consumption for material preparation and coating.”

“By wasting resources without paying something back to the provider (nature).”



TESTIMONY

WHY THIS IS IMPORTANT?

Seed & Leaf Suppliers

“Affordable energy will reduce dependency on burning fossil fuels, deforestation & emissions (clean energy).”

“Without affordable sources of energy, no business could function. Tobacco production requires several energy inputs throughout the supply chain - From the start with farmers to the end in our processing facilities. Affordable sources of energy for flue-curing are important to our farmers and the sustainability of their supply. The renewability of energy sources, especially those used for flue-curing, is important in mitigating supply chain GHG emissions and ensuring future supply.”

Paper Manufacturers

“Papermaking is an energy intensive process, requiring both heat and electricity. Where fossil fuels are consumed, GHG emissions and emissions of NOx arise. We produce a proportion of our own electricity, representing around 15% of current electricity requirements. In our reporting of emissions associated with our energy needs, we cover both Scope 1 GHG emissions (arising from fuels consumed onsite) and Scope 2 GHG emissions (arising from purchased electricity) as well as reporting on NOx emissions arising from fuels consumed onsite.”

“To justify the use of our product it is important to produce them in the best possible way. This means using wood by-products as source of energy for our manufacturing.”

Equipment Suppliers

“Is vital for a reduction of negative impact by climate change.”

Experts

“Because the industry is attacked for example to use too much energy (wood f.e.). Using too much pesticides in the production of tobacco etc.”

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

Seed & Leaf Suppliers

“Movement away from use of fossil & non-renewable fuels.”

“By identifying and implementing practices that reduce our energy use and consumption, while also switching to fuel sources that are cleaner and sustainable. Train farmers on efficient and clean energy use.”

Paper Manufacturers

“We are part of the EU Emissions Trading Scheme and has appropriate systems and processes in place to manage the high energy demand of papermaking. As part of the approach, we have implemented a certified energy management system across all mills. This provides the platform for energy efficiency activities. Our approach is encapsulated in our 20-20-20 goals: to reduce GHG emissions by 20%, to increase the share of renewable energy consumed by 20% and to improve energy efficiency by 20% compared to our 2006 baseline. Reflecting these goals, we have previously invested in purchasing green electricity. However, in line with our flexible approach which aims to maximize benefit versus spend and to ensure long-term and sustained improvements, for the last year our company was redirecting this investment into specific projects aimed at improving our overall energy efficiency and reducing GHG emissions, such as power & heat generation systems, the usage of exhaust gas of the boiler house and installation of a highly efficient new boiler. These new efforts, which started in 2017, will deliver permanent improvements to our own operations.”

“By using all biofuels in our process, we avoid usage of fossil energy sources and since we also deliver surplus electricity to the national grids, we also help supply green electricity to the market outside our own operations.”

Experts

“High standard in the whole chain of production.”

How could the organisation's activities potentially impact this UN goal negatively?

Seed & Leaf Suppliers

“If non-sustainable / non-renewable fuels are used.”

“By not using sustainable energy and resources across the entire supply and value chains. Sometimes the most affordable, and readily available, source of energy is not the cleanest nor the most sustainable (i.e. coal).”

Paper Manufacturers

“By increasing our production quantity by natural growth and take-overs our energy consumption increases. Especially take overs mean more investments in new sites.”

Experts

“Not using the highest level of knowledge in tobacco planting and growing.”



TESTIMONY

WHY THIS IS IMPORTANT?

NGO

“Goal 8 focuses on the promotion of sustained economic growth. Tobacco farmers, particularly those in developing countries deserve a better deal. Farmers in developing countries such as Malawi are dependent on growing tobacco but have yet to escape poverty. Furthermore, if moves to alternative products reduce or change the types of tobacco in demand these countries could be decimated.”

Seed & Leaf Suppliers

“Every school leaver aspires for a job that will pay adequately to support himself and his family. In Zimbabwe there is also the extended family to look after. The work that we carry out provides employment for over 240 people on a permanent basis and upwards of 1000 during certain parts of the tobacco growing season.”

“Helping to improve farm working conditions, and to tackle child labour.”

“All our partners and clients are involved in tobacco growing. Most of them are providing the seeds they buy from us to the farmers they contract. The choice of best adapted varieties for crop production is a critical point to ensure the economic viability for the grower meaning supporting themselves and their families. As a tobacco seed company, all the traits that will have a positive impact on the tobacco farmers' work and income are fully integrated in the outcomes of our scientific research.”

“Unemployment is one of the most pressing problems that our country and our province have, with high rates of unemployment or low-quality jobs. Without work and a decent income, it is not possible to improve other objectives, such as development or quality of life. The tobacco sector in our region is one of the largest amounts of work generated and the first incorporator of labour in the province.”

“Decent work and economic growth are possibly the most important aspects of the SDGs for the tobacco industry as maintaining the livelihoods of farmers, farm workers and factory workers in the supply chain is vital to the continuation of the industry. Unsustainable farmers from all aspects - financial, social and environmental mean an unstable and unpredictable grower base. From a reputational aspect, this SDG also appears to have the greatest impact.”

“The economic sustainability of our supply chain and operations is critically important to our success and our ability to deliver on sustainability expectations. In many of the regions in which we operate, tobacco is an important source of revenue and employment, especially in rural communities. Having an economically sound tobacco production base, paying employees a fair wage and providing a safe working environment, and meeting the basic needs of our key stakeholders better assure stability in the tobacco supply and success for our farmers and employees.”

Tobacco & NGP Manufacturers

“Providing good job opportunities is prerequisite for solving poverty, starvation and inequality problems. Tolerant and sustainable economic growth maintains economic system and brings benefits to shareholders.”

“Farmer’s profitability and livelihood make farmer sustainable and interested in tobacco growing. If farmers, workers and farmers’ communities are sustainable, our business is sustainable. No farmer, no workers, no leaf - means we are out of business.”

“Our sustainability efforts touch on every aspect of our value chain – from the farmers who grow tobacco right through to the 150 million consumers who choose our products. We can provide a substantial contribution to this SDG by ensuring good working conditions for more than our 80,000 employees and for thousands of workers in our supply chain.”

“At the heart of our business strategy are our people. Our Group-wide Employment Policy is designed to ensure employees are professionally recruited, effectively rewarded and encouraged to develop both personally and professionally, to better support the objectives of the business. The aim of the policy is to attract, motivate, reward, develop and retain high calibre employees to deliver business success resulting in economic growth. UN SDG - 8 is most aligned to our aims and goals.”

“We are focused on protecting the safety and wellbeing of our employees and building a culture where they can develop and thrive. Our emphasis on high performance, together with a commitment to help the next generation of leaders fulfil their potential, also means we make our organisation ready for the future as we transform tobacco, and stand out in an increasingly competitive international employment market. We are also committed to protecting the human right of those within our supply chain.”

“We employ thousands of employees in production, including in third world countries. The conditions we offer employees are important to us as we want to offer safe and healthy work.”

Paper Manufacturers

“Being financially stable and healthy delivers value to our customers, vendors, employees and the communities in which we operate. With our long-term strategy, our strong market position, and our customer satisfaction approach to innovation, we continue to drive our success and responsible growth.”

“As material supplier to the tobacco industry, which has its end customers among the normal population, we can only be successful in the market as long as people are subjected to decent work and countries are facing economic growth or at least are economically stable.”

E-liquid Suppliers

“The sector is a new sector and has had an enormous growth rate over the last 3 years which has contributed to creating new jobs.”

Equipment Suppliers

“A company is a body constituted by human beings with competencies who produce values. The employees must feel progress in their job that brings a virtuous circle that immediately contributes to economic growth and limits personnel turnover.”

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

NGO

“Educate and assist farmers in practices or alternative crops which may become necessary if demand does in fact decrease for their products. Preferably well before it becomes a necessity.”

Consumers

“Like all consumer products activities (i.e. by being careful on the right distribution of added value).”

Seed & Leaf Suppliers

“Tobacco is a huge foreign currency earner for our country and the work we carried out is a foundation for this. Thus, we contribute in a very significant way to the Gross domestic product of the country. Tobacco is second only to gold in terms of gross earnings.”

“Improving agricultural labour practices with contracted farmers, avoiding child labour and improving safe work conditions for the farmers and their workers, such as guaranteeing that all the farmers and workers have access to adequate PPEs for handle/apply CPAs and to protect against GTS when manipulating/harvesting green tobacco leaves.”

“By providing varieties that insure the farmers good yields, good quality tobaccos thus insuring a better income from their farm. By providing varieties that need less work and less expenses (less CPAs for example).”

“Our organisation represents the commercial arm of the tobacco sector of the region. The continuity and growth of the activity of buying, processing and export of cigars, contributes to the maintenance and generation of jobs in the province.”

“Direct and indirect impacts. Direct through the employment of factory workers and loans and payments to farmers. Indirect as prices of tobacco (unprocessed) are driven by the manufacturers. Working with farmers, communities, factory workers to better their conditions can have quantifiable positive impacts.”

“We provide technology and resources to all of our operations and supply chain in an effort to standardize work conditions and improve livelihoods outside of work. Tobacco as a cash crop, facilitates discretionary income and spending, which assists in economic development and expansion, especially in rural economies. In places where we finance farmer inputs, it allows for access to critical materials to produce a higher yielding and better-quality product, which improves farm profitability. Our agricultural labor practices (ALP) program aims to eliminate child and forced labor, abuses, and provides for safe and fair working conditions at the farm level.”

Tobacco & NGP Manufacturers

“A hiring policy of my company can create jobs domestically and in foreign countries where our organisation branch or factories are located.”

“Sustainable tobacco growing is our strategy. Through various agronomy, social and agroforestry programs implemented on the ground we daily contribute to this SDG. This encompasses environmental, economic and social aspects.”

“By ensuring good working conditions for all our employees and playing a role in promoting good working conditions for thousands of workers in our supply chain.”

“Our creation of a sustainable business through empowering, developing and rewarding our people will contribute to economic growth in all of the countries in which we operate as well as the global supply chains that support our business across the whole value chain including from sourcing tobacco leaf and NTM and NGP materials to manufacturing, distribution and sale of products - supporting many livelihoods.”

“By employment opportunities within our own business and that of our supply chain we are providing an income for individuals and supporting wider economic growth.”

“We may offer a work environment which is better than local standard.”

Paper Manufacturers

“We manage our economic performance through rigorous corporate governance structures and processes. We truly believe that growth is a prerequisite to evolving and competing. Over the past years we have pursued a number of parallel strategies to achieve this. We manage our business through carefully selected acquisitions, organic growth and investments in our existing locations. To thoughtfully balance incremental progression, we use our existing assets in combination with capital investment in new assets. Consequently, we deliver new capabilities, efficiencies and solutions to meet the evolving needs of our customers.”

“We are a small but globally situated company and therefore, we are providing a small but important contribution to the economic situation of each country where we are located. However, more relevant is that our employees can experience decent work in our organization.”

Equipment Suppliers

“By growing, the organisation contributes to reduce unemployment and increase knowledge.”



TESTIMONY

WHY THIS IS IMPORTANT?

Consumers

“Developing risk reduced products leads to innovation in a modern way (agility, adaptability, technology, externalities knowledge).”

Seed & Leaf Suppliers

“All our partners and clients are part of the tobacco industry, or are selling their tobacco raw matter production to the Industry. Innovation as well as infrastructure are keys points for the tobacco industry. Scientific research and innovation are the pillars of our activities and, as a tobacco seed company, economic, social and environmental aspects are fully integrated in the outcomes of our scientific research. Moreover, our organisation proposes agronomy support services, with potential economic, social and environmental impacts.”

“Technological innovations and investment in infrastructure are essential in our activity to maintain the competitiveness of our product, reduce costs and adapt to the demands of our customers. In this regard it is very important to have the support of research and development institutions, which generate the changes, and credit, to have the necessary capital required.”

“Innovation is at the core of our organisation, improving efficiencies, reducing costs and inputs, driving improvements.”

“Tobacco is a labor intensive agricultural product. Assuring that farmers know best practices and technology available allows them to produce tobacco efficiently. Efficient production is necessary for the sustainability of our supply chain. As regions become more developed typically younger people move to urban areas, which reduces the amount of labor available for tobacco production. We also operate in developing countries, so bringing the latest technology and standards can be an obstacle for our business due to poor infrastructure, but important when pursuing efficiencies and a standardized supply chain. Therefore, we must implement appropriate technologies (affordable, practical, adoptable, useful, etc.) for each specific origin.”

Tobacco & NGP Manufacturers

“Business area of my organization includes agriculture, manufacture, distribution and sales.”

“Our innovation-driven PRRPs are designed by some of technology's brightest minds. They are creating process and products with the potential to significantly reduce tobacco-related harm across society.”

Paper Manufacturers

“We see innovation as a tool that can keep unlocking sustainable change on a long-term basis. The world is changing fast and will force us to think even more about sustainable solutions for our customers. Only if we think about tomorrow today, can we tackle these challenges as they arise. More sustainable alternatives need to be brought to the market. Looking ahead, we expect to encounter unforeseen challenges that will require new, innovative solutions. The

meaningful use of suitable materials is therefore the focus of sustainable product development that will reduce our and our customers' environmental footprint in the future."

E-liquid Suppliers

"The sector is a new sector and has had an enormous growth rate over the last 3 years which has contributed to creating new jobs."

Equipment Suppliers

"In a competitive environment, innovation has to be oriented towards cost reduction, safer use and waste reduction. In our particular business we need to think within a maintenance free approach and drastic reduction of energy and consumable use, by reducing the human factor."

"We are involved in global business with increasing demands from our customer base for increased equipment uptime, lower cost of ownership and flexibility. We see delivering these as competitive advantages to the business."

This is driving innovations in product designs to become more robust with fewer disposable parts. It is also demanding new models of support and service.

As a company we are developing tools to allow remote diagnostics, predictive maintenance warnings based on big data metrics and preventative maintenance schedules that reduce the cost of ownership by reducing spare parts usage. Behind this is using the interconnectedness available through the internet. This reduces the need for "boots on the ground" and diagnosis and repairs can be affected remotely. The benefits from such an approach are clear and we intend to expand this with virtual reality interactions to assist on site diagnosis and repair.

One barrier to this is the digital infrastructure available at remote locations. Mostly for the customers we serve this is not a significant problem but for some it remains so and we have found that where the internet is poor, we can usually use a mobile uplink.

Of more concern is the digital infrastructure within our own country. There is no national plan or strategy for this that is evident and there is a concern that this will not be fit for purpose in a few years."

Experts

"Many new products have flooded the market in the past few years, all with their own risks and benefits."

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

Consumers

"Bringing new technologies development to producing countries (can be different country from country based on current capabilities availability), deploying a global production/consumers sector."

Seed & Leaf Suppliers

"By creating new tobacco varieties with best economic, social and environmental impacts, varieties adapted to new challenges and to new regulations that the Industry will have to face"

to. By helping farmers to improve their growing techniques and their productivity, thus reducing their impact on the environment and generating a better income.”

“Incorporate technology for the automation of processes in our factory and for the generation of our own energy.”

“Developing innovative solutions to some of the industries challenges such as CO2 emissions in factories, wood consumption in tobacco production and labour efficiencies.”

“We provide our farmers with the latest appropriate technology for growing tobacco. Our agronomists help our farmers grow high yielding and quality tobacco, and in several countries also providing financing as needed for crop inputs. Our processing centres are mechanized to reduce the need for intense labor and we monitor the health and safety of our workers. Several of our processing facilities are located in in developing countries, advancing industrialization in these areas, and by processing these tobaccos to international standards, bring the world market to developing countries. In some developing countries we have directly invested in the infrastructure by constructing or improving roads, bridges, schools, medical clinics, and water supply/access. In all countries where we operate, we indirectly impact infrastructure through income generation in rural communities and the economic turnover associated with improved farmer livelihoods, employment of factory staff, utilization of third-party material suppliers and transportation providers, and the tax money paid to government.”

Tobacco & NGP Manufacturers

“My organization can contribute to the development of infrastructures in industrial fields relevant to agriculture, manufacture, distribution and sales.”

“By sharing our research, we are able to advance the field of tobacco harm reduction.”

Paper Manufacturers

“We will need more than technical efficiency programs to increase our business performance while simultaneously decreasing our impact on the planet. Creativity is key to developing a new generation of solutions that maximize functionality and minimize environmental ramifications. An innovative mindset is integrated deeply into our philosophy and goes well beyond a product-centred philosophy. Specifically, for the needs of our customer, we are able to develop solutions with the help of our own laboratories, R&D teams and pilot lines. By allocating even more resources now and by creating collaborative platforms for innovation – both internally and externally – we further enhance our skills and capacity to deliver ground breaking solutions.”

E-liquid Suppliers

“We hope this new sector will be a sustainable industry and will continue developing; we regularly look at developing new techniques/technology to make the production process smoother and 'leaner' as well as investing in scientific research.”

Equipment Suppliers

“We think modular. This approach avoids brutal obsolescence. Partial obsolescence is preventable. Only part (a module) of a machine becomes obsolete (because of new regulations or technical novelties) while the other parts (other modules) are still operational. This approach provides an innovation/obsolescence rotation with no technological rupture. This brings a virtuous environment for anticipation of the future in terms of organization and environment. Customers can more easily plan their budget in a smoothed way.”

Experts

“Innovation has been lowering the risk of tobacco products and helped people quit nicotine and quit smoking.”

How could the organisation's activities potentially impact this UN goal negatively?

Consumers

“Not well driven development could lead to low value development, production without market development.”

Seed & Leaf Suppliers

“In certain cases, the incorporation of technology implies a reduction of jobs and if this is not compensated in another sector, there is a negative impact on the people involved.”

“Choosing profit over impacting the goals.”

“Without a continued focus on innovation and infrastructure, our business would suffer. We do not negatively contribute to this goal.”

E-liquid Suppliers

“The company makes a potentially disruptive technology vs the large tobacco sector (as consumers switch from traditional tobacco products to e-cigarettes), this may reduce employment in the tobacco supply chain (poorer tobacco growing regions of the world).”

Equipment Suppliers

“No anticipation of obsolescence would lead to curative approach which is much less smooth with the pressure of the deadline. This impacts negatively the product optimisation and management of people.”

Experts

“Innovation has also attracted new users and young people.”



TESTIMONY

WHY THIS IS IMPORTANT?

E-liquid Suppliers

"It is partially relevant, in that we have a diverse workforce from many countries across the globe and from all walks of life."

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

E-liquid Suppliers

"We contribute to workforce movement within the constraints of the UK laws on immigration, and do not chose staff based on race, creed, sex etc. but on ability for the role."



TESTIMONY

WHY THIS IS IMPORTANT?

Consumers

“Risk reduction products depend on territories and could reduce the current asymmetry.”

Tobacco & NGP Manufacturers

“Farmer's profitability and farmers' communities livelihood make those communities sustainable and interested in tobacco growing. If farmers, workers and farmers' communities are sustainable, our business is sustainable. No farmer, no workers, no leaf - means we are out of business.”

Paper Manufacturers

“Our theme is "sustainability for profit, people and planet", and we can only prove our commitment to our stakeholders if our responsibility is reflected in our standards of certification and additional activities.”

Experts

“Vulnerable populations are more exposed to addiction and make less educated choices. Products provided appeal to vulnerable and young people.”

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

Tobacco & NGP Manufacturers

“Sustainable tobacco growing is our strategy. Through various agronomy, social and agroforestry programs implemented on the ground we daily contribute to this SDG. This encompasses environmental, economic and social aspects.”

Paper Manufacturers

“By maintaining 3 major pillars: (i) focus on the customer (quality, service, innovation), (ii) focus on people (customers, employees, suppliers) and (iii) focus on the environment (resources, energy, communities).”

Experts

“With new and innovative products on the market, users and population as a whole request to understand the products and their impact better. More transparency and control are being developed.”

How could the organisation's activities potentially impact this UN goal negatively?

Tobacco & NGP Manufacturers

“Focusing on wrong priorities may potentially have a negative impact (e.g. not understanding or misunderstanding the root causes of issues; paying no or little attention to community and rightsholders needs, but focusing only on business needs etc.)”

Paper Manufacturers

“By not following our CSR concept which includes our sustainability policy.”

Experts

“Even though more transparency and control are being developed, the data available is more directed at scientific communities and regulatory bodies than users themselves. The users don't really have access to simple data on the multiple products that allow them to understand the various impacts and make educated choices.”



TESTIMONY

WHY THIS IS IMPORTANT?

Seed & Leaf Suppliers

“Reducing consumption is a drive in cost saving and innovation. Additionally, with the global focus on the reduction of resources such as plastics, it is vital to remain up to date with this area.”

“Responsible consumption of resources is the primary goal relevant to the sustainability of our operations. Tobacco, similar to other agricultural products, relies on natural resources such as water and energy for production, and without these resources the crop could not be grown and harvested. Unique to flue-cured tobacco is the need for wood or other energy sources for curing. If these resources are not responsibly sourced and consumed, the long-term sustainability, livelihood, and profitability of our farmers is affected. Disposal of tobacco processing by-products as industrial waste has been an obstacle in some origins and has the potential to impact the environments in which we operate, if not properly managed.”

Tobacco & NGP Manufacturers

“Our sustainability efforts touch on every aspect of our value chain – from the farmers who grow tobacco right through to the 150 million consumers who choose our products. We can provide a substantial contribution to this SDG by improving the life-cycle impacts of our products.”

“Our materiality assessment identified illicit trade as the second ranked sustainability issue of importance to our business and our stakeholders. The illegal market in tobacco undermines society’s efforts to ensure that tobacco products are sold responsibly, protecting children and government revenues. We believe our efforts to combat illicit trade are aligned to the spirit of Goal 12 - Responsible consumption and production.”

Paper Manufacturers

“We are producing material for packaging applications, an area often associated with “unnecessary consumption”.”

E-liquid Suppliers

“Changes in the law re TPD have led to using additional packaging being used for all products. For example, when going from a 30ml bottles (usually glass) to 10ml plastic disposable bottles - 3 or more x as much plastic is now used and cardboard packaging for each bottle, CDU etc. which were not previously used.”

Equipment Suppliers

“This saves time and waste and leads to more working comfort. Reflect to reduce waste creates jobs that are financed partly or fully by cost savings.”

“The company considers waste of all forms an anathema and resource and material waste continue to be in focus. This is not for any altruistic reasons as this has a practical outcome of making the business more efficient and managing cost.

Over recent years we have moved to low energy consumption lighting, reinvested in heating and conditioning systems to replace older outdated systems, reviewed packaging and replaced with recyclable materials, entered waste materials recycling schemes to recover materials to be reused and removed as much “one-time use” packaging as possible.

Legislation has provided a framework for disposal of redundant equipment that we make use of (WEEE). Legislation prompted redesign of some components to reduce the use of hazardous materials (RoHS, REACH) which has resulted in more sustainable and recyclable products being produced.

A major challenge remains in reducing our global travel footprint. This is being tackled by introducing more video networking, remote support, industry 4.0 tools and virtual reality. “

“As our customers need raw materials in huge amounts, it’s extremely important that these materials come from sustainable sources. Our employees and the society expect these actions from us.”

Experts

“As with any processed goods, finished tobacco and nicotine containing articles require power, consumables, transport and people.”

“The consumer is responsible, as an adult, of the consumption of such products but the distributor is responsible to control the quality, assess and communicate the safety of the product.”

“It is for me the basis for producing a product which has and is connected inherently with risks for health.”

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

Seed & Leaf Suppliers

“Reducing resources, recycling waste, innovating alternatives.”

“We review the tobacco supply chain and our internal operations on a continual basis to identify areas of improvement. We target resource consumption and the generation of waste considering the sustainability impacts. Our cooperation with farmers related to Good Agricultural Practices (GAP) is at the core of our efforts to encourage responsible resource use within the tobacco supply chain. We research, define, communicate, teach and monitor GAP to encourage efficiencies. We seek optimization within our own processing facilities, and implement programs and projects targeting financial efficiencies and environmental impacts.”

Tobacco & NGP Manufacturers

“By improving the life-cycle impacts of our products. From the environmental impacts of tobacco growing, to efficient, low-carbon, manufacturing, and litter prevention and recycling programs.”

“By combatting illicit trade, we can ensure responsible production and consumption of our tobacco products. Our efforts will also protect government revenues and deprive criminal gangs of their source of income.”

Paper Manufacturers

“By using a renewable material, and biofueled production sites, for production of our products, packaging materials, we help lowering the environmental footprint of this type of products. “

E-liquid Suppliers

“We work to ISO14001:2018 ideals to try and minimise the waste and how it is disposed of by a waste management programme, but a change in the law would improve the situation greatly.”

Equipment Suppliers

“Harmonize or uniformize HMI (human machine interface) leads to less training costs and time savings. Improving a common technological core for, our machines to which we add specific technological satellites leads to efficiency and global costs reductions.”

“Continued focus on waste, lower cost designs using fewer natural resources and more recycled materials. Using more Industry 4.0 tools and approaches to minimise travel costs.”

“Using green energy, green production, no blood materials from supply chain, energy efficiency, don't wasting energy, developing energy saving products “

Experts

“Reductions in waste, reductions in energy use, selection of materials from sustainable sources, selection of biodegradable materials.”

“More tests and controls are being applied. Standards have been developed.”

“Highly scientific level in producing tobacco products. Good and understandable information to the consumers - better ones than the official health warnings.”

How could the organisation's activities potentially impact this UN goal negatively?

Seed & Leaf Suppliers

“Consuming more resources than required, not having targets set.”

“While we promote practices that reduce negative impacts and monitor implementation, potential negative impacts of our operations include: Disposal of tobacco waste, Poor agricultural practices, Irresponsible consumption of resources, such as wood and water. We will continue to monitor and implement available GAP and good manufacturing practices (GMP) targeting responsible consumption.”

Tobacco & NGP Manufacturers

“By not managing new areas of impact due to the increasing use of electronics and batteries in our products.”

“I do not believe there would be a negative impact on this UN goal if we invest in combatting illicit trade.”

Paper Manufacturers

“If we were to reduce our amount of biofuels used and instead use fossil fuels it would have a huge negative impact.”

E-liquid Suppliers

“The law impacts negatively on waste generation causing unnecessary consumption of materials that may have to go to landfill, or may find themselves discarded in the oceans.”

Equipment Suppliers

“Keeping status quo by keeping each product in its specific technology and waiting obsolescence.”

“Concentration of activities in the UK/Europe with the high environmental impact this brings.”

“Doing nothing. Making money only. “

Experts

“Economies of scale in production may not translate into genuine SDGs if the marginal costs of e.g. transport impact or low-pay labor, are also taken into account.”

“Global standards and common guidelines do not yet allow a good understanding of the products to allow manufacturer to fully control the production and for consumers to be responsible users.”

“Not to attack negative and false information from the past.”



TESTIMONY

WHY THIS IS IMPORTANT?

Seed & Leaf Suppliers

“In the absence of climate control, our business activities will cease - production constraints will override agronomic programmes.”

“Climate change, including changing precipitation patterns and temperatures, has a big impact on agriculture, and more particularly on tobacco growing, and therefore on our organisation activities regarding tobacco breeding and tobacco seed sales.”

“Our product comes from the field, and depends entirely on the environmental conditions. Climate change could seriously affect our productivity and the conditions under which our activity develops, with negative consequences that are difficult to reverse for the entire community.”

“Reducing emissions, and efficient resource use impacts the operation and supply chain directly. Increasing cost of raw materials, focus on sustainable and responsible supply and reputational aspect.”

“Our organisation acknowledges that climate change has an effect on social, economic impact on farmers as such it has integrated Climate Smart Agriculture into tobacco production.”

Tobacco & NGP Manufacturers

“Our Group-wide environmental targets mature in 2020, but many of the KPIs were met ahead of this deadline in 2017. In 2018 we commissioned an independent global risk consultancy to conduct an environmental footprint study across all of our operations and our tobacco leaf, NTM and NGP supply chains; with a few to setting new goals and targets (KPIs) for carbon, energy, water and waste based on an evidence-based approach. This is aligned well to the UN SDG 13 - Climate Action”

Paper Manufacturers

“There are different reasons like meeting the legal regulations, minimization of environmental impacts through our industrial processes, fulfilling international standards of certification and setting a benchmark for other industries.”

“We are working with a renewable raw material, operating bio powered mills and produce products that are used to replace fossil plastic packaging. All parts of this chain are very relevant from a climate change standpoint. The whole chain is a very positive from a climate change standpoint. Additionally, we are working to mitigate problems arising from a changing climate, for example flooding, forest fires and water shortage.”

E-liquid Suppliers

“Internally as part of ISO14001:2018 we have embraced various actions that should reduce climate change.”

Equipment Suppliers

“Effects of climate change have health impact, eg. Air Pollution.”

“Climate change is a main topic of the national and international politics - so, it is relevant for us.”

Experts

“Most processed goods are likely to be a source of stress on the climate through the local impact of their source materials, the production methods and their transport.”

“The Tobacco industry covers the entire length of supply chain from plant growth, transformation, manufacture, testing, packaging, distribution, disposal and recycling of products. The manufacture and the use of their products has an environmental impact. Managing their business has an environmental impact (a lot of travelling required).”

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

Seed & Leaf Suppliers

“Our sustainability drives - environment, GHG emissions, water (WASH), GAP, etc.”

“No potential impact on climate change but potential help to do with, by creating new varieties, with associated growing practices, best adapted to climate change, such as drought.”

“Demanding our politicians to implement urgent measures to prevent climate change and communicating to our producers and community in general, all actions, so that everyone, from home, through responsible consumption, contributes to minimize the factors that cause climate change.”

“Reducing GHG emissions, resource consumption and education to the workforce and supplying farmers/supply chain.”

“Organisation's programs endeavour to promote climate smart agriculture there by embracing the reality of climate change while reversing or managing the environment.”

Tobacco & NGP Manufacturers

“Setting KPIs following a science-based approach (Paris Agreement - setting targets which will keep global warming below 1.5 - 2 degrees) is essential to having a positive effect on global climate change.”

Paper Manufacturers

“By the implementation of industrial measures which deliver a positive contribution to the climatic situation / stability (e. g. reducing the carbon footprint).”

“We can help the world to switch from plastic packaging by producing high quality packaging materials that can be used to replace plastics. In the future it is not unlikely to see that we can expand the products we produce from the forest to encompass more areas than packaging.”

E-liquid Suppliers

“We have minimised energy by having 'movement-sensors', have captured rainwater for facilities, recycling of waste etc.”

Equipment Suppliers

“Clear measurement of effects in the environment.”

“Doing some action against climate change.”

Experts

“As an agricultural crop, Tobacco acts to reduce CO₂ in atmosphere.”

“Being more responsible at the 2 ends of the chain: plants culture with a more sustainable approach, products recycling by trying to find options to recycle and reuse tobacco waste. Alternative products raise questions on materials recycling (batteries)”

How could the organisation's activities potentially impact this UN goal negatively?

Seed & Leaf Suppliers

“Inefficient use of energy, deforestation, returns to growers.”

“Use of technologies, with high energy consumption and / or inputs in general. Lack of awareness. Not implement responsible consumption policies.”

“Consumption of resources ineffectively, not monitoring emissions and consumption, not setting reduction targets.”

“Some organisations activities include tobacco contract farming which requires fuelwood for curing tobacco leaf this could have an effect on climate change if not well managed.”

Tobacco & NGP Manufacturers

“I do not believe our activities will have a negative effect.”

Paper Manufacturers

“By following the regulations given by local governments only, without setting additional activities.”

“Today our transports are a source of fossil CO₂ emission, if we would not work with this it could be a negative impact. That is why we are in joint projects to completely decrease all fossil emissions from transports in our supply chain.”

Equipment Suppliers

“Doing nothing. Making money only.”

Experts

“The processing of tobacco, transport and production of finished goods have a negative impact upon carbon emissions.”

“There is a lack of common engagement in tackling the control of raw materials (some of them are still driven by cost rather than sustainable sourcing). Same in terms of recycling. Carbon print of the entire supply chain is still huge with operations worldwide.”



TESTIMONY

WHY THIS IS IMPORTANT?

Seed & Leaf Suppliers

“Potable water in sufficient quantity is likely to be the single biggest constraint to human existence & where necessary for the growth of crops & livestock.”

Paper Manufacturers

“Both manufacturing sites are located by the sea and paper manufacturing in general use a lot of water.”

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

Seed & Leaf Suppliers

“WASH & minimising downstream run-off of pollutants.”

Paper manufacturers

“Good control of the surrounding marine ecosystems is vital for developing the water handling systems and processes. With more data and control we can better reduce our footprint in this area.”

How could the organisation's activities potentially impact this UN goal negatively?

Seed & Leaf Suppliers

“Poor erosion control & stream side cultivation.”

Paper manufacturers

“Historically our industry has been contributing in a negative way in a large scale. If we fail to do the above described we could have devastating impact on our surrounding marine environment.”



TESTIMONY

WHY THIS IS IMPORTANT?

Seed & Leaf Suppliers

"No life on land - no production."

"Working to protect and restore natural resources in farming communities."

"As a seed company, we are dependent on maintaining an environment that is suitable for the efficient production of tobacco. Linked with climate change."

"Our organisation has a strategic goal of promoting the adoption of high impact technologies and knowledge through the development and utilization of high impact extension methods and information."

Equipment Suppliers

"Supporting projects for a sustainable living on land is popular and good to implement in and with the company. It's easy to communicate about these projects."

Experts

"Tobacco remains a major agricultural crop. Both growing and processing tobacco can have major impacts upon this SDG."

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

Seed & Leaf Suppliers

GAP.

"Developing and applying comprehensive plans regarding soil, forest and water use; reducing fossil fuels utilization in tobacco curing; improving efficiency of tobacco curing; promoting wherever possible and feasible the use of alternate curing fuels, such as renewable wood or biomass."

"Activities promote good agricultural practices that can positively improve economic, social of people and environment."

Equipment Suppliers

"Planting trees and wild flowers, building bee shelters, doing land re-cultivating projects with NGOs/partners."

Experts

"Further implementation of good agricultural practice, and curing methods with low environmental impact."

How could the organisation's activities potentially impact this UN goal negatively?

Seed & Leaf Suppliers

“If returns to growers fail to meet protection of the environment.”

“If not well managed could negatively affect agricultural productivity and ecosystem.”

Equipment Suppliers

“Doing nothing. Making money only. “

Experts

“Agricultural water is an increasingly scarce commodity and new techniques may be needed to reduce its consumption in the tobacco production chain.”



TESTIMONY

WHY THIS IS IMPORTANT?

NGO

“Goal 16 focusing on building effective, accountable and inclusive institutions at all levels. At the same time, it calls for accountability and transparency. As smoking is a leading cause of death and disease around the world, it will require governments, researchers, and industry to work together to bring about real change. International bodies should have all players at the table and industry should be forthcoming with information and activities.”

Seed & Leaf Suppliers

“Legal security, strong institutions and justice in time and form generate the necessary framework for the development of companies. Our country and our organization need companies that want to invest in our businesses. It is imperative for us to be able to access working capital at reasonable rates. None of this is possible without legal security and justice in the country, that of the necessary trust to investors and our customers.”

“Rule of law is critical to our ability to operate in a sustainable manner, where transparency and mutual respect contribute to fair and equitable business dealings in which all stakeholders benefit. We do not benefit, and our sustainability activities are threatened, where lower standards of conduct are allowed. Critical to our support of rule of law and international standards are anti-corruption activities, our support of agricultural labor practices (ALP), our programs to vet suppliers and customers and our support of governmental process.”

Tobacco & NGP Manufacturers

“Cigarettes are among the most illegally trafficked goods in the world. Criminals are increasingly attracted to the high profits and minimal risks associated with illegally trafficking tobacco products. Illegal tobacco trade is not a victimless crime and it links to the funding of terrorism and other serious crimes. This was reflected in many forums including some in which our organisation participated, such as the Helsinki Commission hearing held in the U.S., an event held by the Business Council for International Understanding in Panama and the Financial Times round-table discussion on Combating Illicit Trade in the United Kingdom.”

Equipment Suppliers

“No justice, no peace.” “There must be clear rules to maintain peace. Without peace and justice there is no future for a community.”

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

NGO

“Tobacco and alternative product sectors have, in recent years, been more forthcoming about the risks and relative risks of their products. They have sought to engage with public health and tobacco control to a mixed reception.”

Seed & Leaf Suppliers

“Complying with the established legal order and favouring all related actors to do so. Internal code of conduct and anti-corruption policy established in all areas of our operations.”

“We have a strong global compliance program and routinely review our practices to ensure that they are of the highest integrity. We also respond to requests for help from local governments if they are unable to finance necessary resources for law enforcement. Our Know Your Customer Program focuses on knowing who we are selling in order to reduce the illicit cigarette trade. As part of our ALP program, we work to identify and eliminate child and labor abuses. In many origins we work with governmental agencies to address labor rights and safety.”

Tobacco & NGP Manufacturers

“Our efforts to combat illicit trade in tobacco products challenge the perception that illegal tobacco trade is a victimless crime without links to funding terrorism and other serious offences.”

Equipment Suppliers

“Describe a vision to whole team. Making whole team aware about the "SWOT" of the company. Consequently, every member of the team takes his share of actions. Finding a way to have each member of the team in contact with the customer (maintenance, technical task force, negotiation).”

“Limited. We only deliver tools.”

How could the organisation's activities potentially impact this UN goal negatively?

NGO

“Historically corruption and bribery have been part of the tobacco industry’s playbook to fight off regulation and health policies. While this has changed no amount of this practice can be tolerated.”

Seed & Leaf Suppliers

“Engaging in illegal practices or not following the mandates of the Code of Ethics and Conduct of our organisation.”

“Weaker institutions undermine the sustainability of the tobacco industry.”

Equipment Suppliers

“Making airtight partitions in the organisation. Providing only short-term objectives.”



TESTIMONY

WHY THIS IS IMPORTANT?

Seed & Leaf Suppliers

“A collective goal supported by all stakeholders is a prerequisite.”

“Implementing long-term multi stakeholder partnerships.”

Tobacco & NGP Manufacturers

“Because for the tobacco sector it is becoming more and more difficult to establish meaningful partnerships to work on SDGs.”

“We understand that to achieve many of both our own sustainability ambitions and those of the SDGs we must work in partnership with others. We engage with a wide range of stakeholders at local, regional and global levels on key sustainability issues. For example, the development of our Human Rights Policy and approach to human rights management has been informed by an independently facilitated stakeholder dialogue session and subsequent work with external consultancies with expertise in this area. Our new operational standard on child labour prevention was also developed with important contributions from the Eliminating Child Labour in Tobacco Growing (ECLT) Foundation and the International Labour Organization (ILO). We also participate in a wide range of multi-stakeholder partnerships and collaborations to develop joint solutions to common challenges. For example, to tackle the illegal tobacco trade, we work with industry groups and have cooperation agreements with governments, customs and law enforcement agencies. Our research and development (R&D) also has partnerships with highly respected academic and research institutions, which focus on scientific studies into the reduced risk potential of next generation tobacco and nicotine products. We continue to share the results of our peer-reviewed scientific research into Next Generation Products (NGPs) with regulators, public health bodies, the media and other key stakeholders to help inform the harm reduction debate and contribute to the evidence base. We also actively share our experience and expertise with others, which can help to raise standards across the industry and make a valuable contribution to wider society. For example, openly sharing our scientific research and approach to product stewardship is helping to inform the development of industrywide quality and safety standards for vapour and tobacco heating products. Our ongoing dialogue and engagement with our business partners – including suppliers, farmers and retail customers – provides them with valuable support, such as in meeting international standards or new regulations, as well as helping us to understand the issues and challenges they face. We can then co-develop solutions to address them. Around the world, our companies have also built close ties with the communities in which they operate and invest in Corporate Social Investment programmes, in partnership with local stakeholders, to support them.”

Paper Manufacturers

“Only by partnering up we can together solve the massive task ahead in saving our planet.”

Equipment Suppliers

“A company like ours needs partners: technical partners, distributors, agents, headquarters, sub-contractors.”

“Being a partner for our customers is in our main focus. Partnerships strengthen the relationship AND some organisations need support from us, a strong neighbour and partner in the society.”

Experts

“The industry should not stand socially and economically isolated.”

IMPACTS

How could the organisation's activities potentially impact this UN goal positively?

Seed & Leaf Suppliers

“Willingness to participate in multi-lateral stake-holder engagement.”

“Engaging and partnering with key stakeholders, understanding that several issues faced in tobacco production are common to other agricultural sectors and not tobacco specifically.”

Tobacco & NGP Manufacturers

“By being transparent, dedicated and credible in its actions around SDGs including communications. By focusing on priorities that matter both to growers’ communities and business.”

“We have a long history of working in partnership with governments, scientific community, public health community and NGOs. We can build on this to create stronger, more productive and beneficial partnerships at all levels.”

Paper manufacturers

“By being open and welcoming to initiatives throughout our entire value chain we can help ignite and accelerate positive actions in all sustainability fields.”

Equipment Suppliers

“Partnership is the condition of success of our business. The company has a certain scope of competence and needs in its armlength to use the expertise of partners. This contributes to a virtuous networking within a middle/long term approach.”

“Finding common projects with our customers to make things better. Customer should do the first step and suggest projects. “

How could the organisation's activities potentially impact this UN goal negatively?

Seed & Leaf Suppliers

“The outsider negative perception of the tobacco industry.”

“Action isolated and not aligned to the UN goals.”

Tobacco & NGP Manufacturers

“By being not transparent, not dedicated and credible in its actions around SDGs including communications. By not focusing on priorities that matter both to growers’ communities and business.”

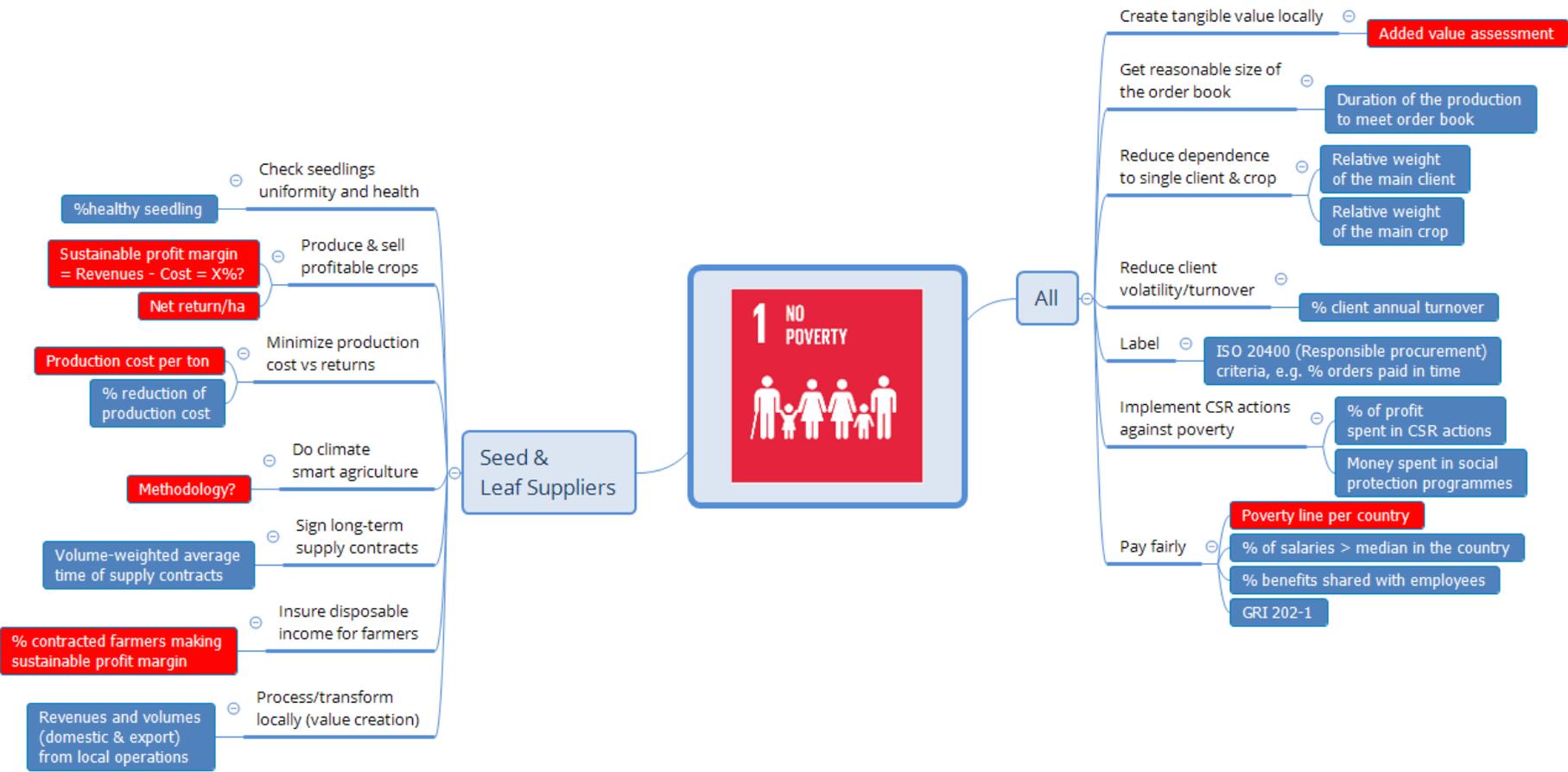
“Poorly structured, governed partnerships can create unintended negative consequences.”

Equipment Suppliers

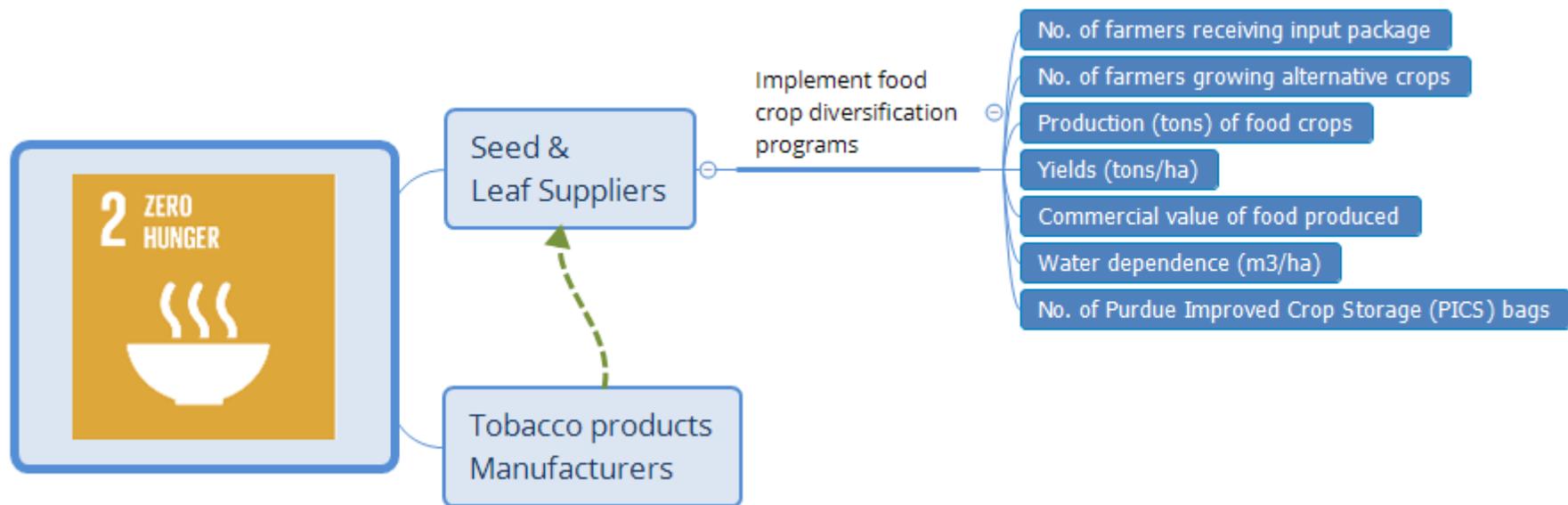
“Thinking short term and lacking trust.”

“Doing nothing. Making money only. “

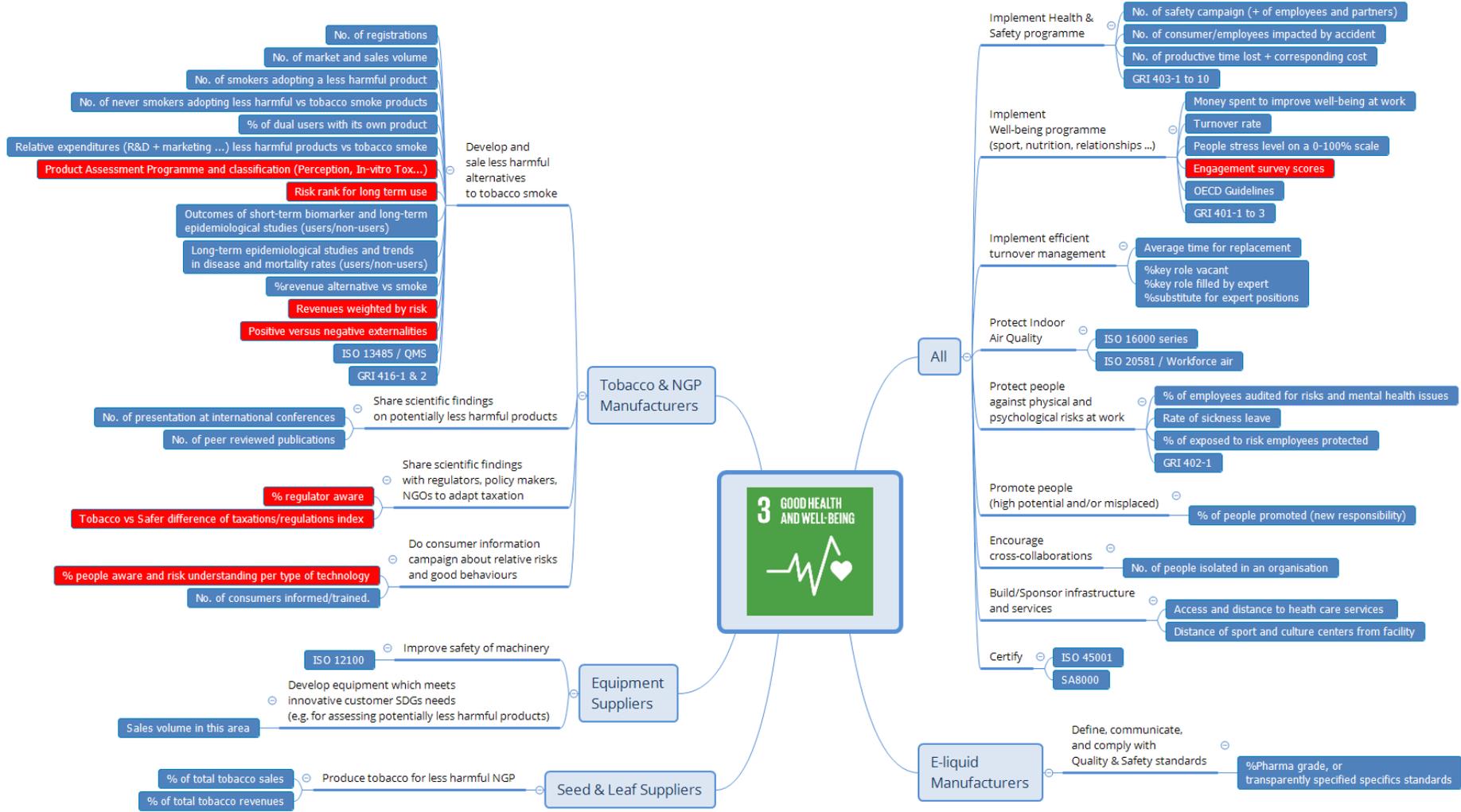
APPENDIX 2 – MIND MAPS OF UN SDGs, ACTIONS AND INDICATORS



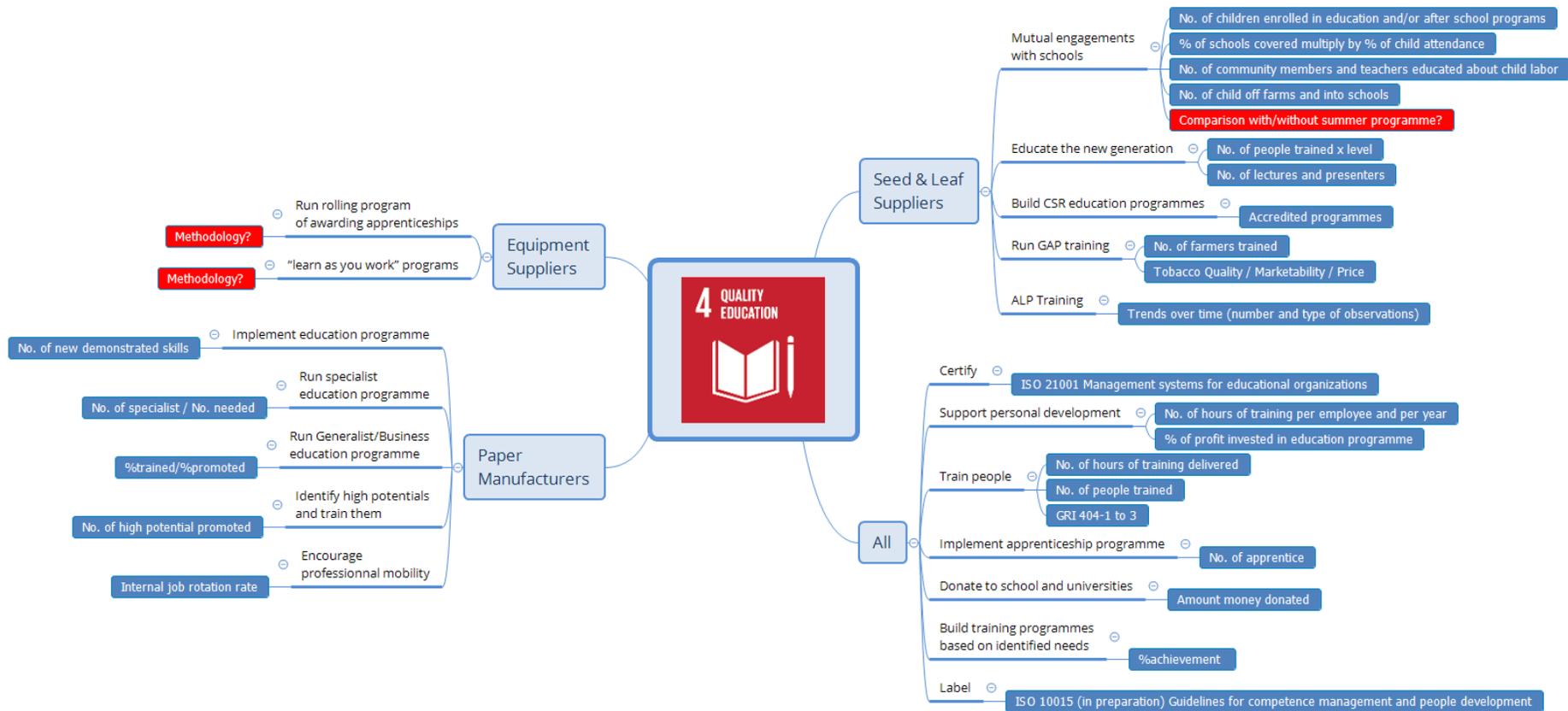
Legend - Blue box: available indicator; Red box: indicator that needs some work.



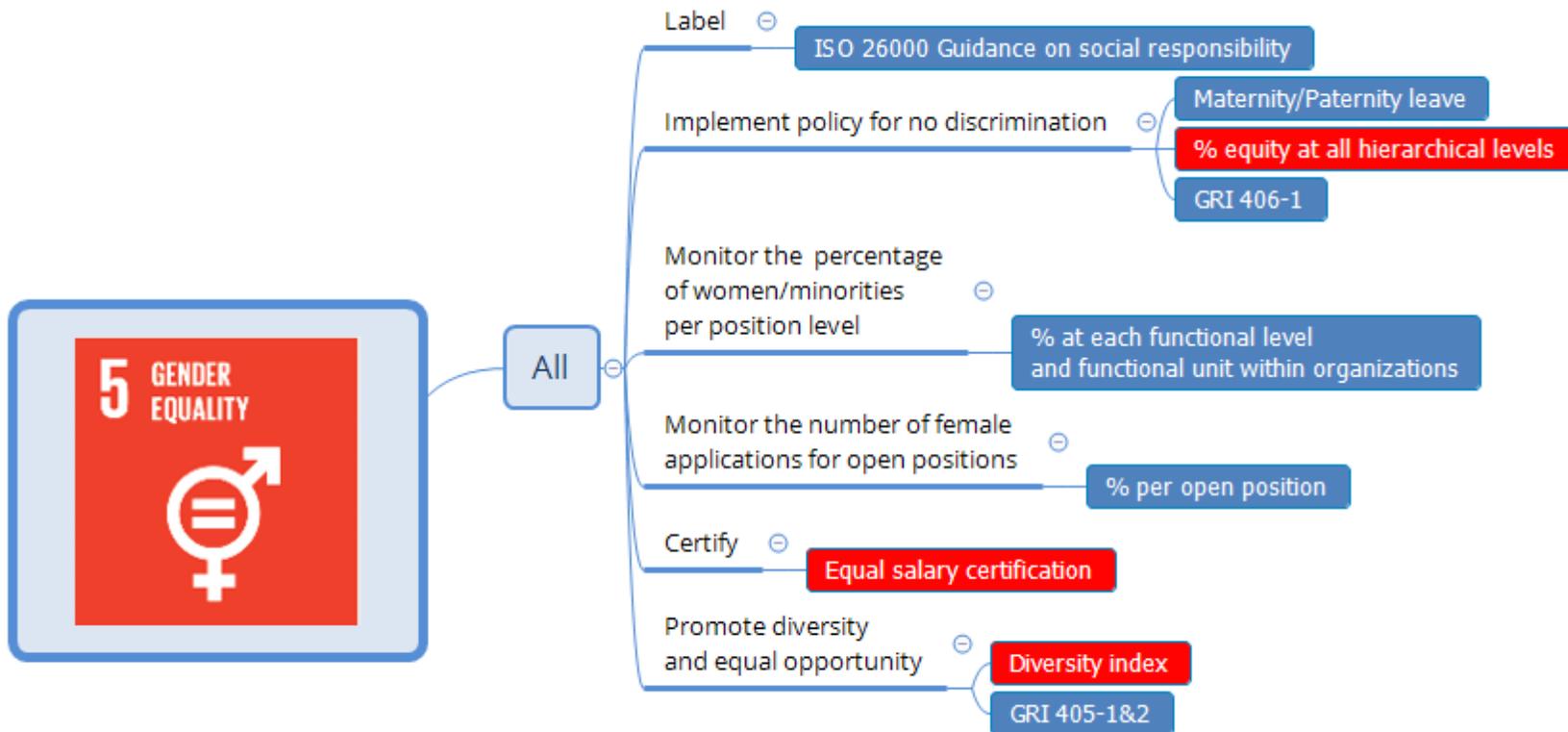
Legend - Blue box: available indicator; Red box: indicator that needs some work



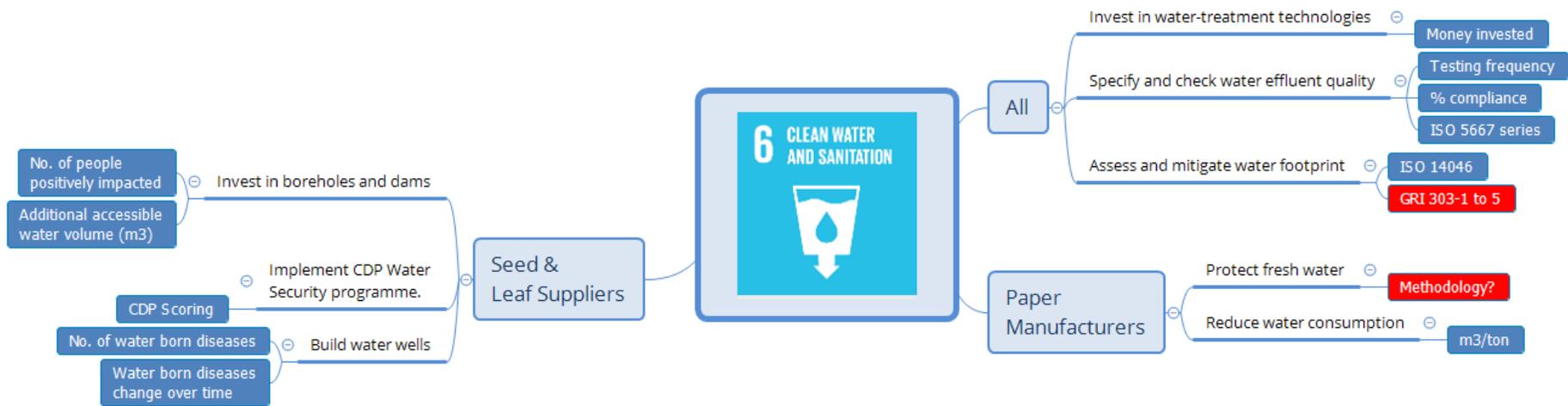
Legend - Blue box: available indicator; Red box: indicator that needs some work



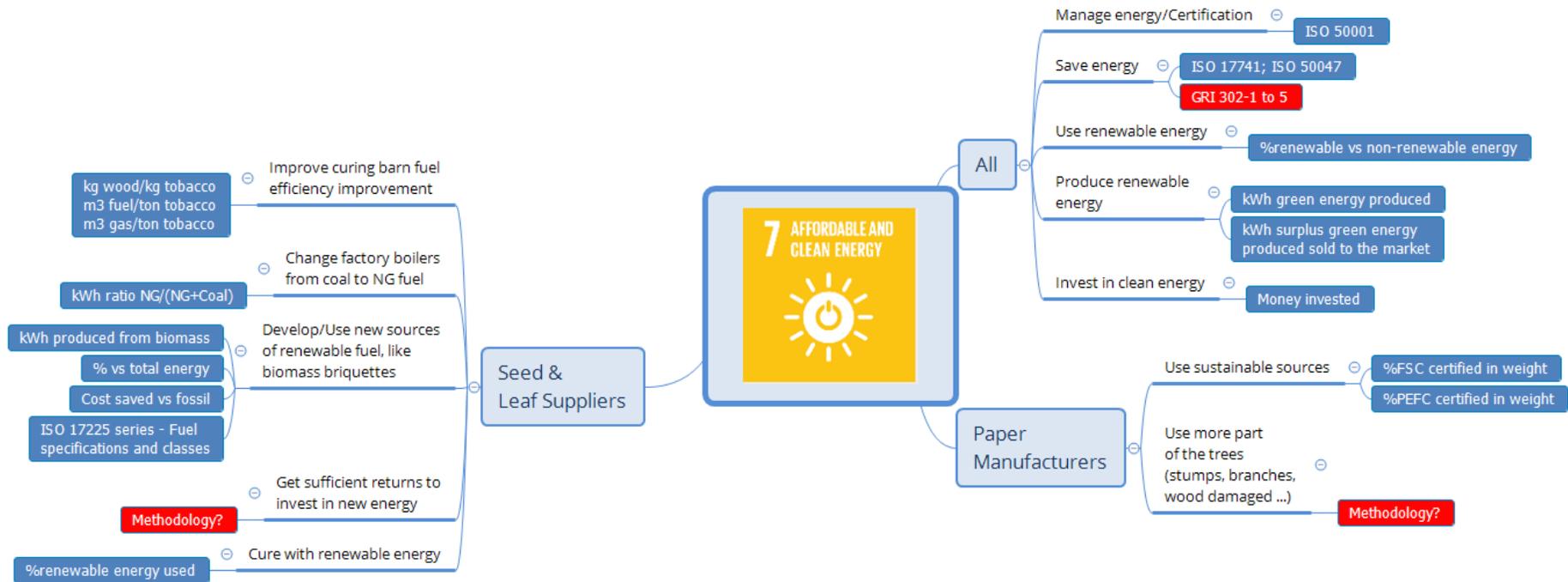
Legend - Blue box: available indicator; Red box: indicator that needs some work



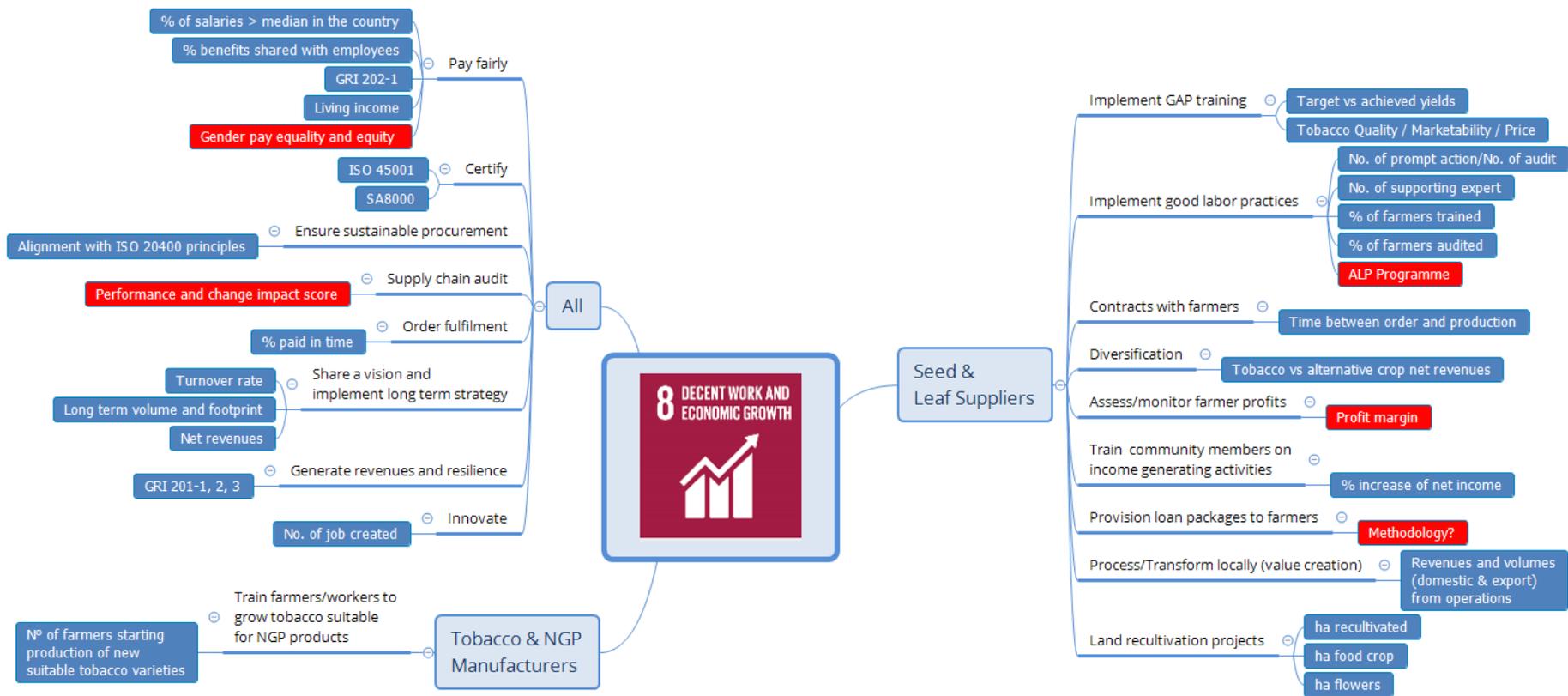
Legend - Blue box: available indicator; Red box: indicator that needs some work



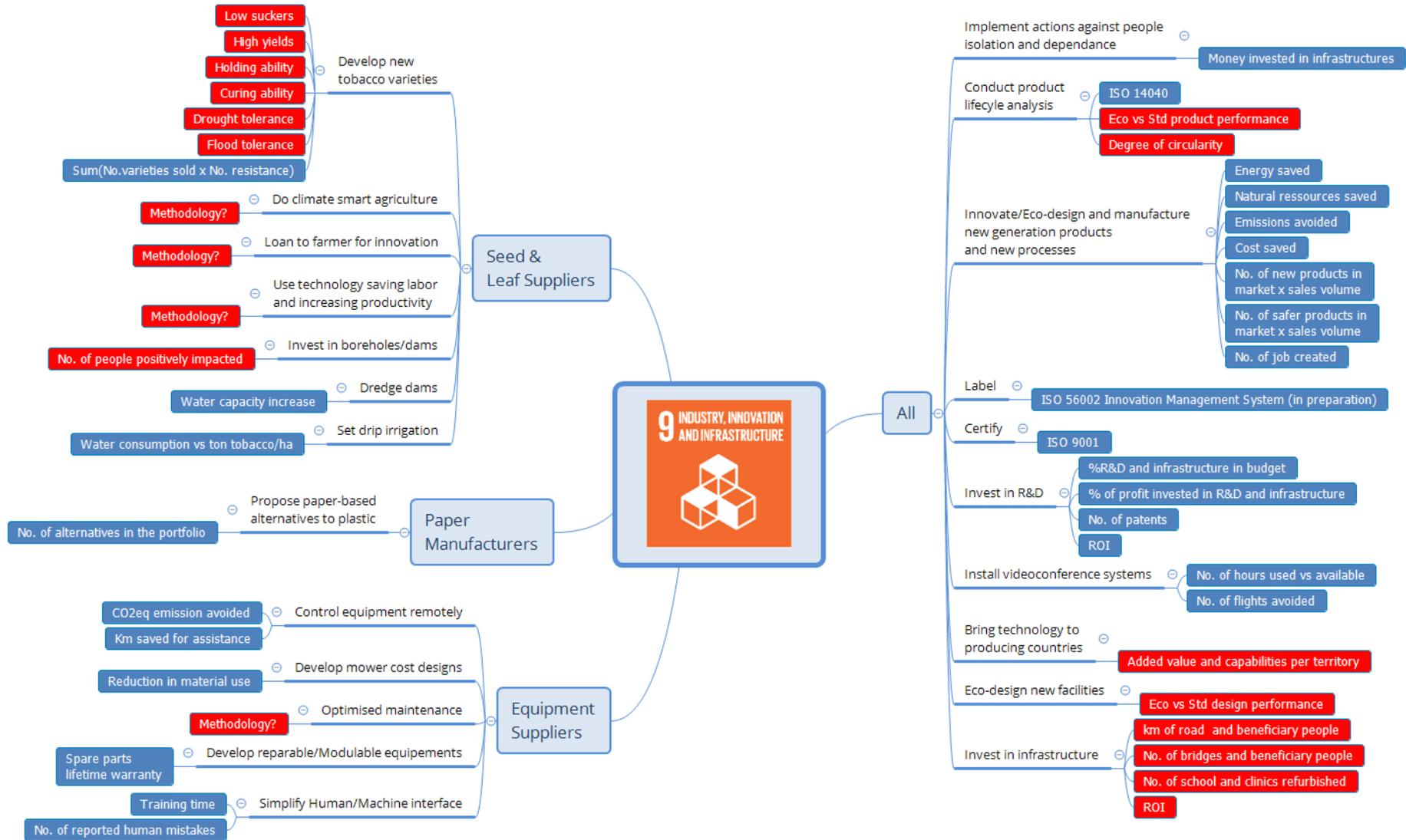
Legend - Blue box: available indicator; Red box: indicator that needs some work



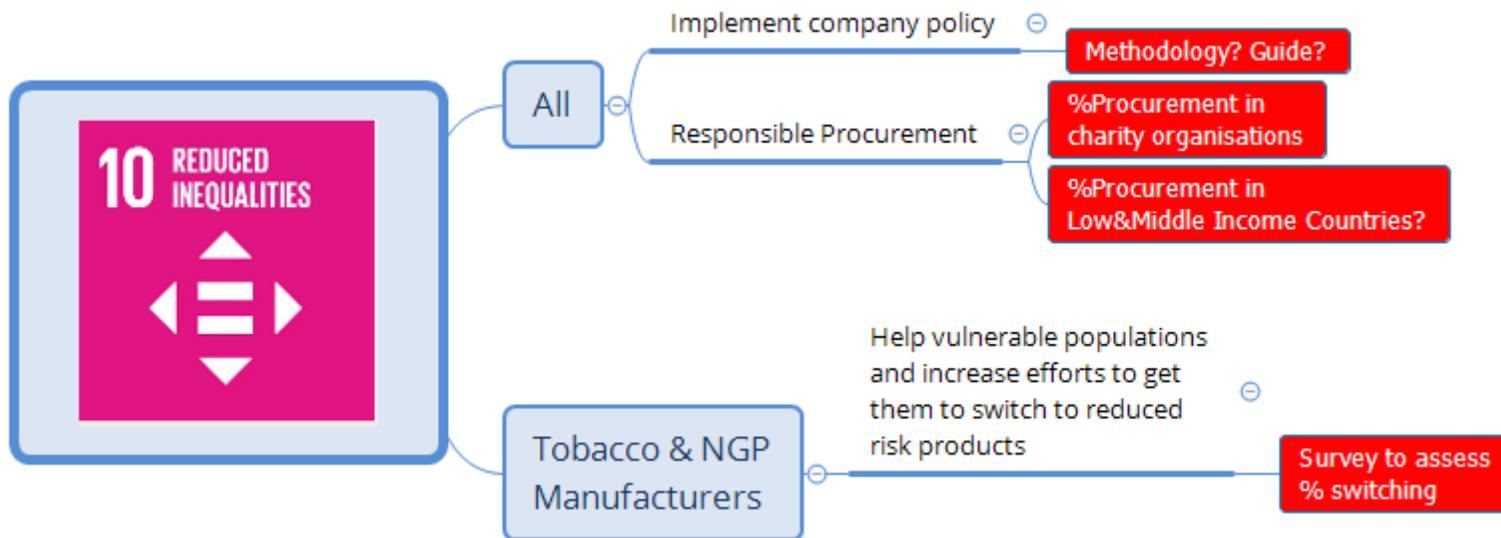
Legend - Blue box: available indicator; Red box: indicator that needs some work



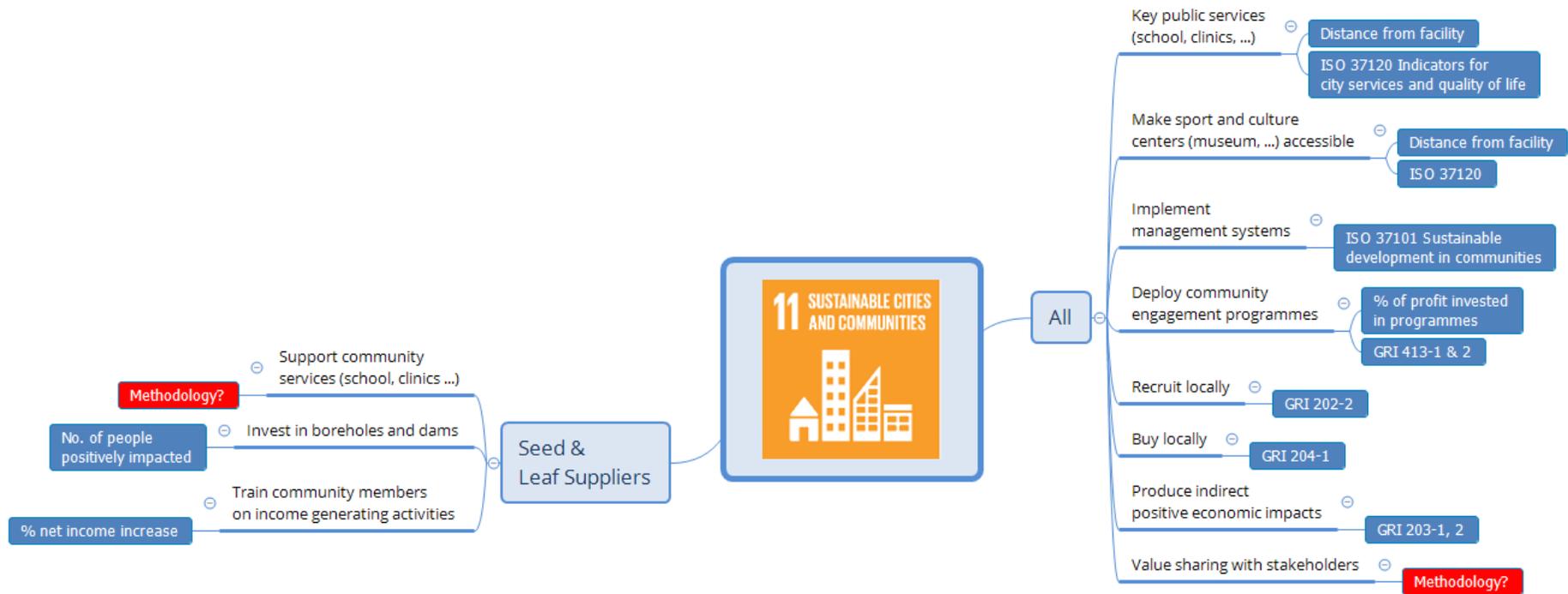
Legend - Blue box: available indicator; Red box: indicator that needs some work



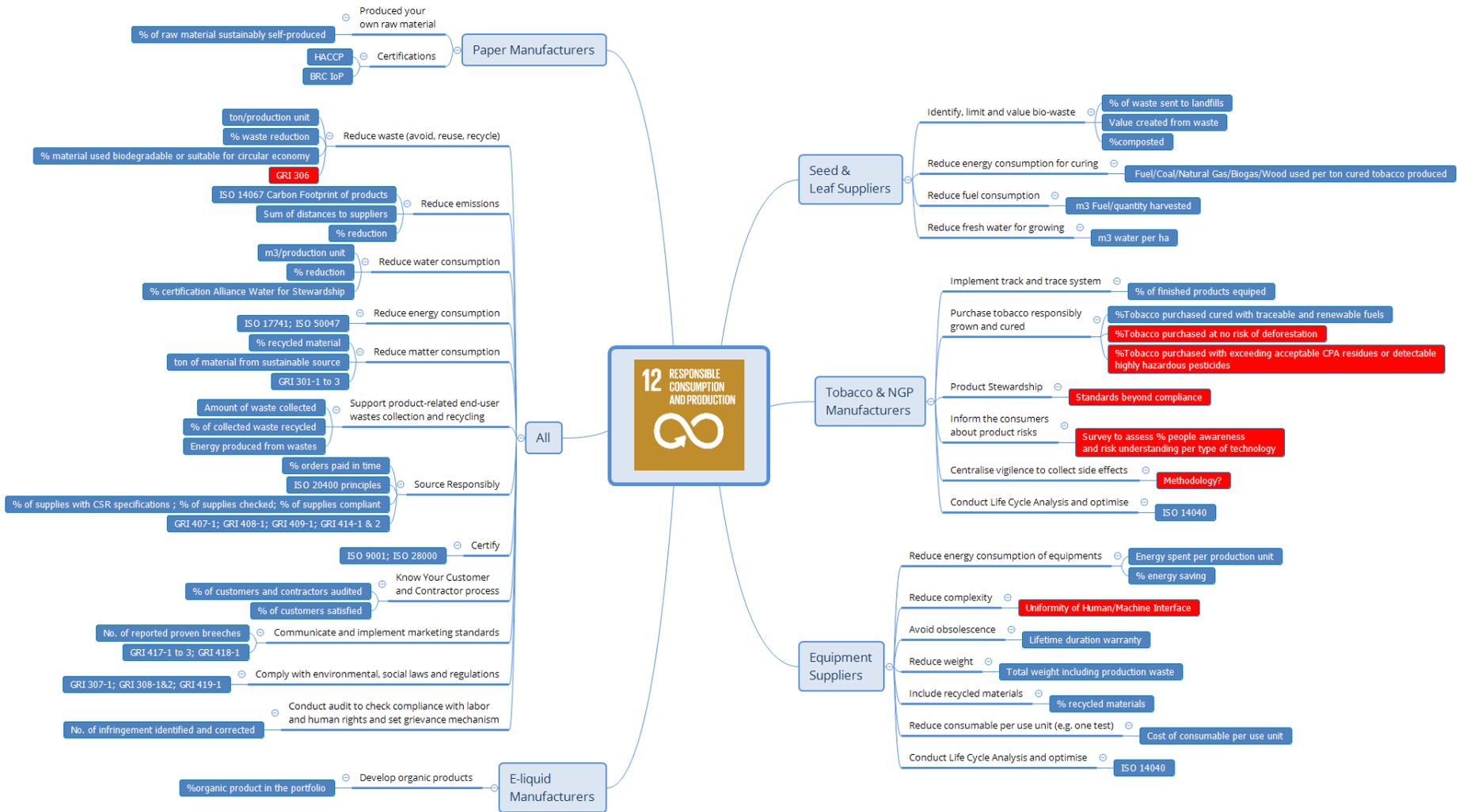
Legend - Blue box: available indicator; Red box: indicator that needs some work



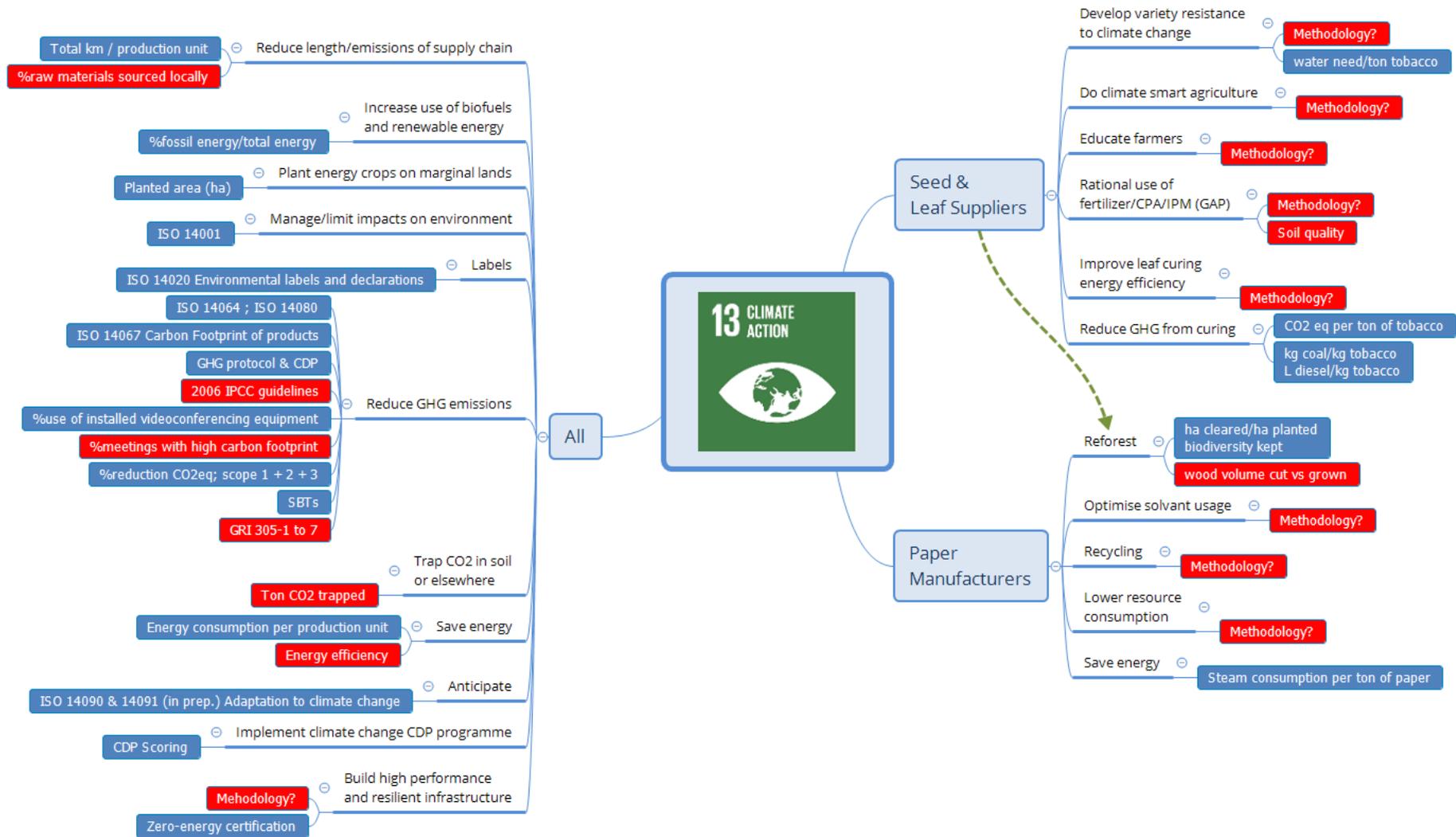
Legend - Blue box: available indicator; Red box: indicator that needs some work



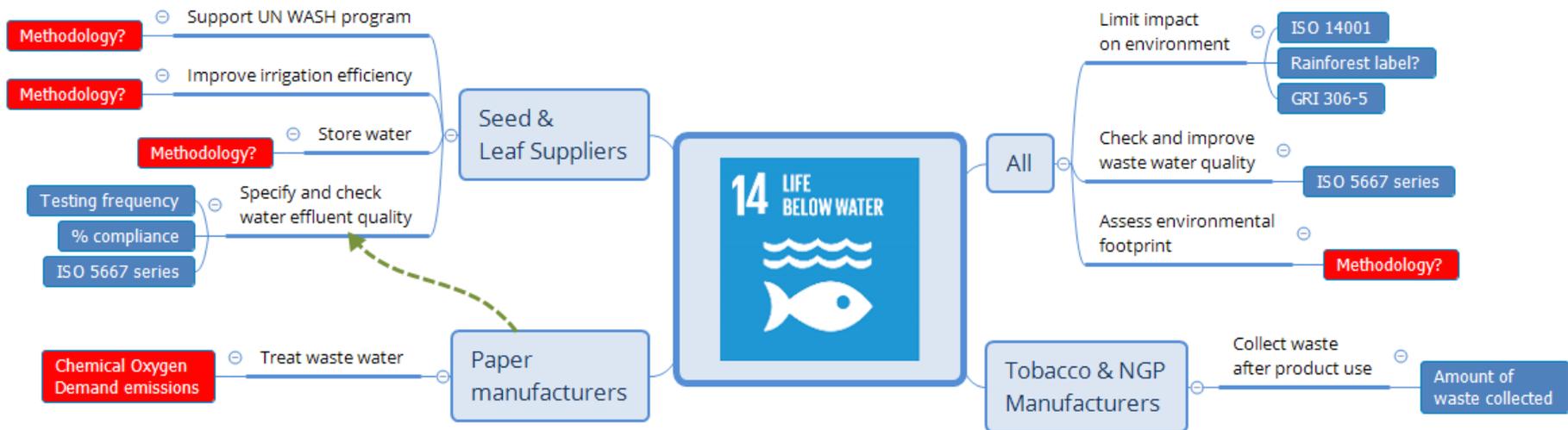
Legend - Blue box: available indicator; Red box: indicator that needs some work



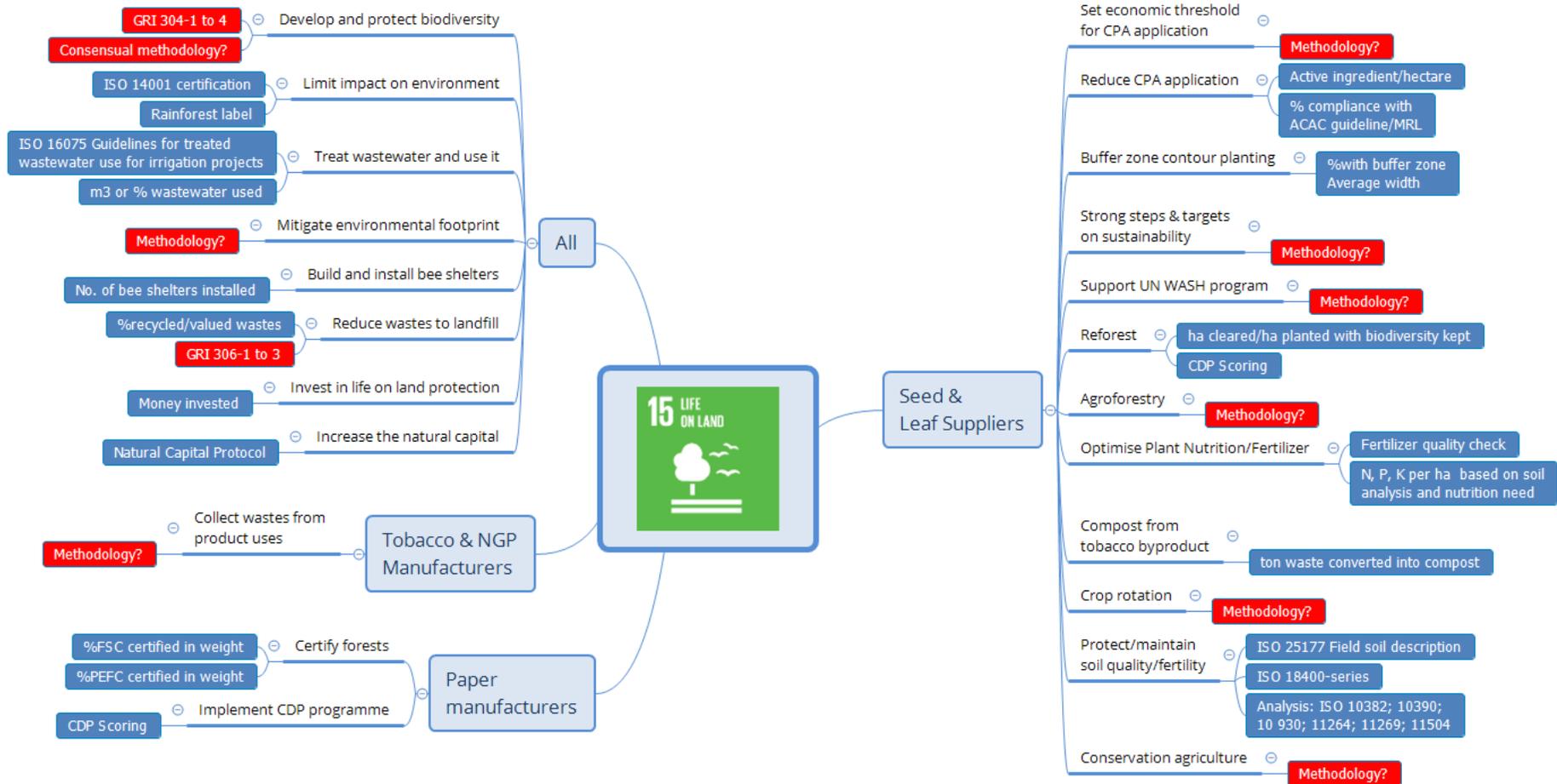
Legend - Blue box: available indicator; Red box: indicator that needs some work



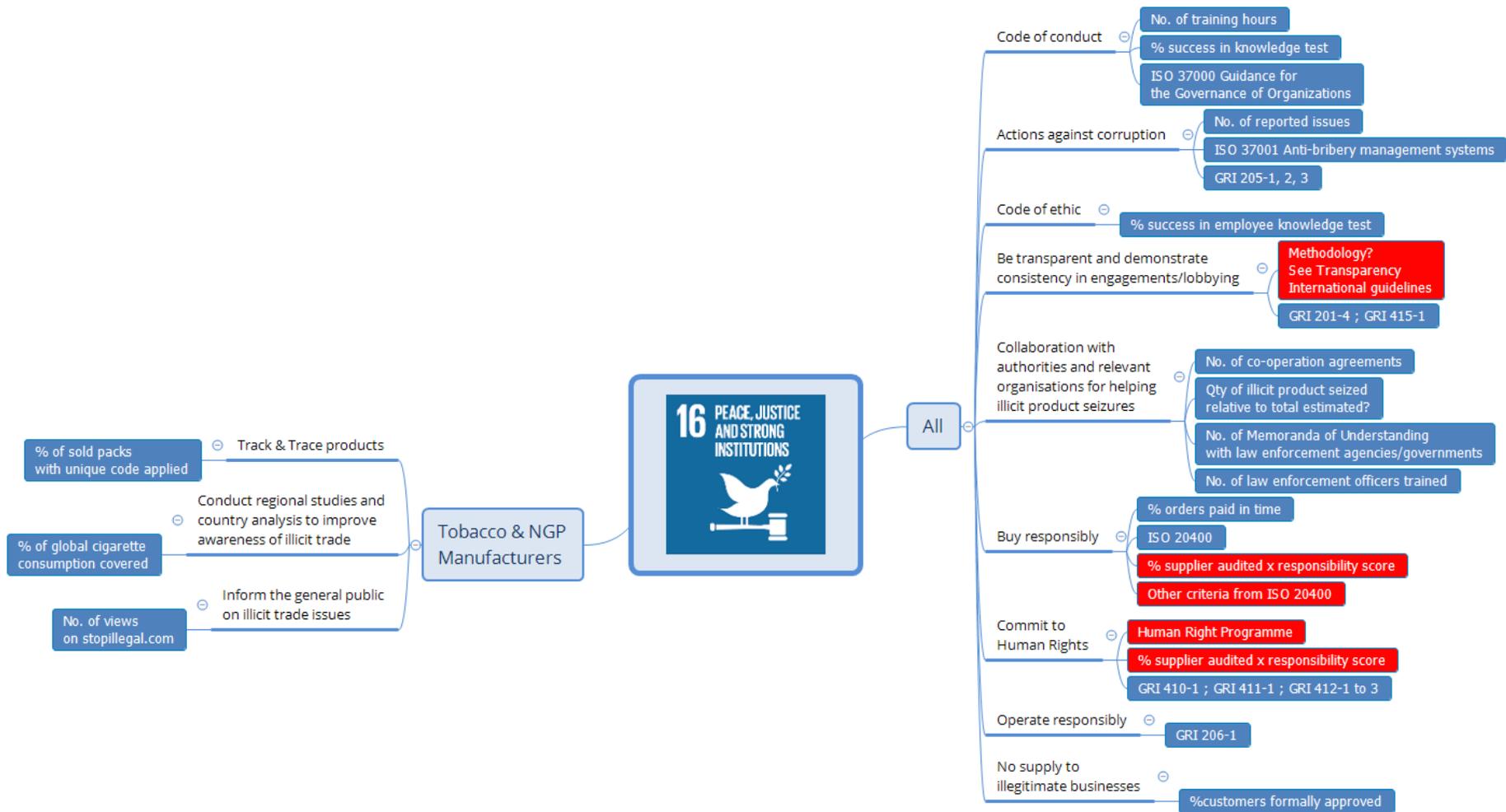
Legend - Blue box: available indicator; Red box: indicator that needs some work



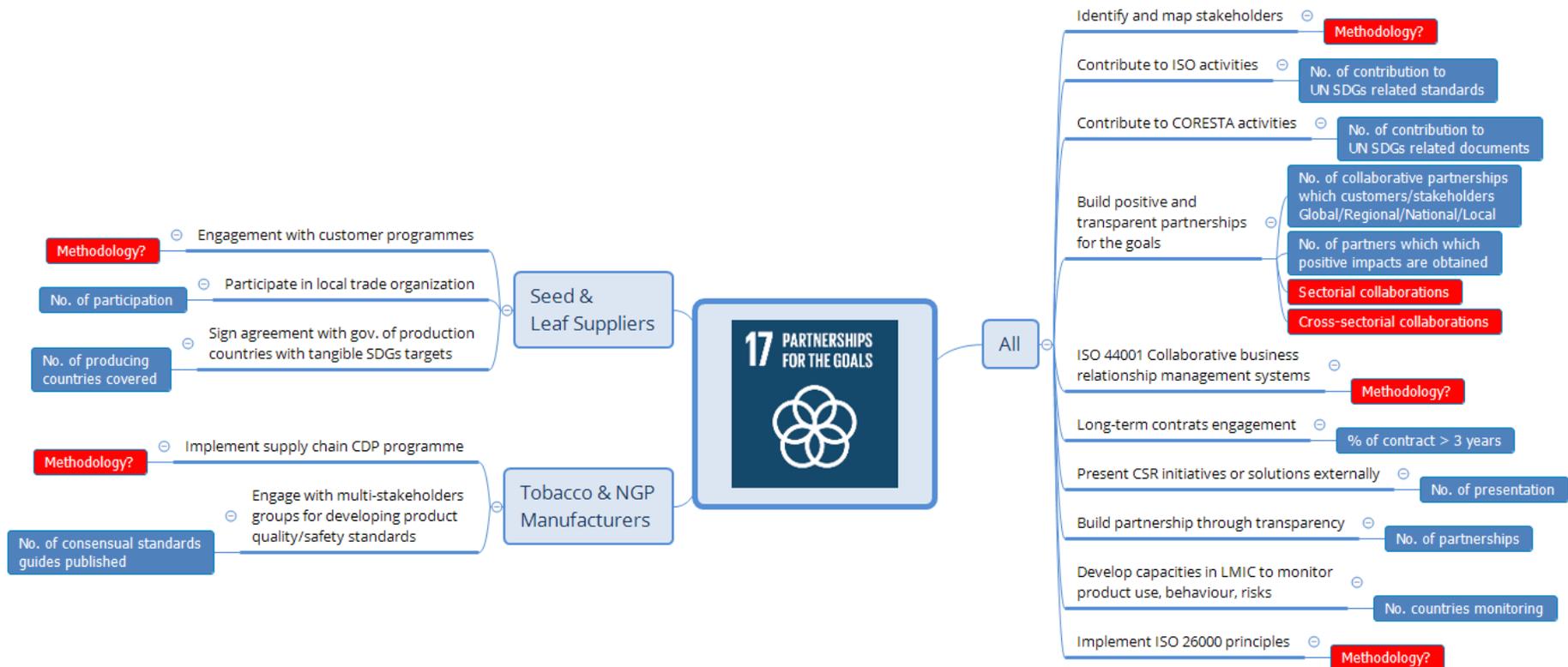
Legend - Blue box: available indicator; Red box: indicator that needs some work



Legend - Blue box: available indicator; Red box: indicator that needs some work



Legend - Blue box: available indicator; Red box: indicator that needs some work



Legend - Blue box: available indicator; Red box: indicator that needs some work

APPENDIX 3 – NEEDS IDENTIFIED AND VOTING RESULTS FOR THE EIGHT PRIORITY GOALS

NO POVERTY

No.	Proposals	No. Stickers	Quick Wins	Important	Type
1	Define consistent method for sustainable profit margin for farmers with impact on workers	11	9	2	Method
2	Define "sustainable profit margin"/living income/poverty	11	5	6	Method
3	Minimize tax impact	3	0	3	Action
4	Address illicit trade	10	2	8	Action
5	Review and align existing method with regards to finance, environment, social, sanitation	10	8	2	Guideline
6	Measure and show %added value mapping along supply chain, including communities	11	9	2	Method
7	Assess impact of mechanisation	5	1	4	Method
8	Measure auction vs contract systems over time, and impact on poverty	3	2	1	Method
9	Define localized indicators, conduct benchmarks and compare	4	4	0	Action
10	Analyse poverty root causes	1	0	1	Action
11	Benchmark work duration vs earning per crop	0	0	0	Action
12	Timescale of relationship with the whole supply chain	1	0	1	Method
13	Define a common approach on production cost	15	3	12	Method
14	Aggregate and analyse data by gender	5	3	2	Action

GOOD HEALTH & WELLBEING

No.	Proposals	No. Stickers	Quick Wins	Important	Type
1	Using STP model/format to all alternative product supply chain	17	16	1	Guideline
2	Economical value contributing to local economy and indirect impacts on money/social/durability Work with local economist (measure before and after) - Collaborate with 3rd party	18	9	9	Method
3	Digital application impact on product uptake	0	0	0	Method
4	Certify manufacturers OHSAS 18001 / ISO 45001	7	3	4	Action
5	Split indicators - Show limits workers vs consumers	4	3	1	Answer to Q1
6	Material issue in global impact / Methodology to reflect global impact	2	1	1	Method
7	Credibility of data reporting - Audit by regulatory bodies	1	0	1	Action
8	Investigate Government/Regulatory body validation methodology for the KPIs requested	5	3	2	Action
9	Collect doctor/hospital input on adverse effects	0	0	0	Action
10	Data on health of smokers (government vs manufacturer) - Investigate impact of fund sources on public acceptance.	6	0	6	Action
11	Assess health baseline per country (method from Govt? WHO? OECD?)	3	0	3	Method
12	Risk continuum methodology: certification by 3rd party of each product on a risk continuum CORESTA: contract out	18	17	1	Method
13	Recognised set of scientific standards for toxicity (CORESTA to work on it)	4	4	0	Method/ Guideline
14	Publications of per reviewed research on good practices - open access to community	1	1	0	Action
15	Establishing platforms and best practises of sharing consistent methodologies	10	9	1	For a CORESTA Committee?
16	STP related measures at farm level regardless of end product	1	1	0	Action

QUALITY EDUCATION

No.	Proposals	No. Stickers	Quick Wins	Important	Type
1	Define consensual baseline (reference) per country/region	6	0	6	Method
2	Assess the quality of education increase, e.g. promotion to higher level	5	0	5	Method
3	Define a standardised diversification & entrepreneurship program	10	1	9	Action
4	Develop a woman empowerment program	7	5	2	Action
5	Measure impact of education on poverty and other SDGs (and Top Management)	5	0	5	Method
6	Score and communicate simply (but robust, consistent, understandable) on eco-SDG performance of final product	11	1	10	Method
7	CSR...Terminology to be clarified and updated for the whole sector if necessary	4	4	0	Guideline
8	Measure actual access to school (including new technologies virtual and physical)	4	3	1	Method
9	Measure education to waste disposal	1	0	1	Method
10	Measure no. of local vs expats at each level	0	0	0	Method
11	Define "Quality" (no. of beneficiaries of educational program; no. of certified person at the end of the program; no. of students completing)	12	11	1	Guideline
12	Measure social return on investment	12	9	3	Guideline
13	Assess the basic needs for farmers, workers ...	9	8	1	Method
14	Equal access for girls & boys	3	0	3	Method

DECENT WORK & ECONOMIC GROWTH

No.	Proposals	No. Stickers	Quick Wins	Important	Type
1	Good farming practises / Employer responsibility Work with local government/local associations broader than tobacco Alignment of laws on labour + Industry direction	6	3	3	Guideline
2	Communicate work on infrastructure to leverage complementarily Partnership with NGO/Local gvt/other agricultural commodities/companies Optimisation of use and growth Sell the unique system developed to other industries. From "Good tobacco farmer" to "Good for other players".	0	2		Action
3	Economic impact of the sector on GDP country by country, including macro impact	8	4	4	Method
4	How to include new digital supply chain/impacts on uptake	1	0	1	Guideline
5	Metals: mining	1	0	1	Guideline SC audit
6	Agree on list of indicators to align and report on top 5 Rank indicators, e.g. child labor avoidance >> gym CORESTA to build a short list	10	0	10	Guideline
7	Value creation split over supply chain (collaboration NGO / industry)	2	0	2	Method
8	Meaning of decent work / economic growth across culture/regions/stakeholders CORESTA to build a matrix	14	13	1	Method
9	How activities turn into decent work? How decent revenue is correlated with human/social/natural/physical/financial improvement (CORESTA to work on a model)	4	0	4	Method
10	Leaf supply chain industry initiative STP (collaboration of top manufacturers, CORESTA and ISO)	5	0	5	Action
11	Include OHSAS 18001 / ISO 45001 as part of supply chain management and manufacturer responsibility	0	0	0	Action
12	Methodology of auditing supply chain against official international standards Which standards to use when auditing L1, L2, L3 suppliers. Simplified 9001/13485? Key criteria? Collaboration ISO/CORESTA/Individual experts	10	2	8	Guideline
13	Build new partnership UN/ISO	13	0	13	Action

INDUSTRY INNOVATION & INFRASTRUCTURE

No.	Proposals	No. Stickers	Quick Wins	Important	Type
1	Install and assess access to water	15	6	9	Method
2	Agreed education campaign engaging consumers (Consumer = Responsible person)	0	0	0	Action
3	Assessment of farmers livelihood	12	12	0	Method
4	Implementation of a fund for innovation	5	3	2	Action
5	Guideline for lifecycle analysis (including biodegradability, valorisation of waste, recycling ...)	17	8	9	Guideline
6	Measurement requirements: methodology for reporting	11	1	10	Guideline

RESPONSIBLE CONSUMPTION & PRODUCTION

No.	Proposals	No. Stickers	Quick Wins	Important	Type
1	CDP: Forest, Water, Climate	2	2	0	Guideline
2	Best practise to improve	4	4	0	Action
3	Research to other circular economy sector	6	1	5	Action
4	Crop input and packaging: common set of sustainable standards	15	15	0	Guideline
5	Consistency in standards: STP	9	0	0	Action
6	International standards: to be defined	7	0	0	Action
7	Specific ISO standards for NDP (Nicotine delivery products)	4	2	2	Action
8	Consumer education for recycling	9	2	0	Action
9	Guide for circular economy	13	1	12	Guideline
10	Legal framework for third party certification	7	2	5	Guideline

CLIMATE ACTION

No.	Proposals	No. Stickers	Quick Wins	Important	Type
1	Understanding impact(s) by country contribution to STP's initiatives	6	2	4	Action
2	Normalisation of data - alternative products Tob-Ind	7	0	7	Guideline
3	Standard methodology to measure climate change risks (see Task Force TCFD) + scenario planning to identify/communicate long term climate change risk	18	17	1	Guideline
4	Sharing of data - Transparency on emissions	2	2	0	Action
5	Standardisation of methods re carbon footprint + GHG, Water ...	21	14	7	Guideline
6	Mapping of reforestation projects should be shared	1	1	0	Action
7	Standard to measure social impact of climate change	4	0	4	Guideline
8	Recycling methodology/process and recommendations	5	1	4	Guideline
9	Reforestation lifecycle methodology	3	1	2	Method
10	Risk analysis of area's	4	3	1	Action
11	Methodology for waste management. Collecting, processing, disposal	9	2	7	Guideline
12	Alignment on scope 3	10	0	10	Guideline
13	ha planted doesn't say anything	0	0	0	CO2 trapping + biodiversity
14	Land ownership	2	0	2	Action

PARTNERSHIP FOR THE GOALS

No.	Proposals	No. Stickers	Quick Wins	Important	Type
1	Stakeholders to define collectively goals	1	0	1	Action
2	Partnership between conventional tobacco industry and alternatives - Methodology how to interface?	6	6	0	Action
3	Partnership ISO/Tob Industry for sustainability. ISO committee?	8	0	8	Action
4	Sustainable procurement + traceability - Standardised principles	7	6	1	Guideline
5	"Numbers of" doesn't say anything about quality of work or data	1	1	0	Method
6	Partnering on agricultural level (local up to multi-national companies)	2	1	1	Action
7	Creating trust and confidence - Transparency criteria for reporting	11	3	8	Guideline
8	Partnership evaluation/engagement (criteria to be met)	2	0	2	Action
9	Partnership for alternatives (different compared to tobacco industry)	6	3	3	Action
10	Establish stakeholder mapping and classification methodology, and prioritisation	14	11	3	Method
11	Formalise non-competitive charter within industry: same commitment, with externals	6	0	6	Action
12	Define framework of partnership	10	10	0	Guideline

APPENDIX 4 – QUESTIONNAIRE FOR AN OVERALL ASSESSMENT AND FOR IDENTIFYING PRIORITY DIRECTIONS

ANSWERS FOR ILLUSTRATION PURPOSES ONLY

Q	My organisation ...	ANSWER	PILLARS			RELATED SDGs																	
			ECO	SOC	ENV	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
1	Conducts periodical social audit throughout the supply chain followed by formalized and monitored action plans.	Y		x		x	x	x	x	x			x		x		x					x	x
2	Sets social performance objectives and communicate on performance.	N		x		x	x	x	x			x		x		x						x	
3	Offers social protections to all its employees.	NA		x		x		x						x	x							x	
4	Pays its employees and suppliers fairly.			x		x	x					x	x			x							
5	Measures the quality of life at work, and monitors changes over time.			x				x							x		x					x	
6	Identifies created and lost values along the value chain (positive vs negative externalities), and reports how they are shared / mitigated.		x	x	x	x							x		x	x						x	
7	Pays more than 90% of invoices to suppliers on time.		x	x									x			x	x						x
8	Checks and aligns salaries between genders for equivalent positions and experiences, and communicate equality indices with employees.			x		x		x		x					x		x					x	
9	Checks, insures and communicates on diversity over time.			x				x		x					x								
10	Maintains constant dialogues with employees.			x				x					x		x		x					x	x

Q	My organisation ...	ANSWER	PILLARS			RELATED SDGs																		
			ECO	SOC	ENV	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17		
11	Runs annual safety and well-being programmes throughout the organisation, and monitors and shares control charts.		x	x				x	x					x		x	x	x						
12	Has an OHSE independent certification.			x	x			x			x			x			x			x				
13	Continuously develops and certifies new skills for all employees.		x	x		x			x					x		x	x	x						
14	Is publicly engaged against forced labour and child labour.			x				x	x					x		x		x					x	x
15	Has an acknowledged independent certification for good employer practices.			x				x	x	x				x		x		x					x	
16	Has an acknowledged independent certification for good agricultural practices.			x	x			x	x		x	x	x	x	x		x	x			x	x		
17	Has an acknowledged independent certification for good laboratory practices.			x	x			x	x					x				x						
18	Measures and minimizes wastes.		x		x						x	x	x	x			x	x	x	x	x			
19	Valorizes wastes.		x		x									x			x	x	x	x	x			
20	Measures and minimizes water consumption.		x		x						x						x							
21	Assesses and manages water scarcity risks.		x		x	x	x	x			x			x	x		x	x				x	x	
22	Contributes to sustainable water supply throughout the supply chain.			x	x	x	x	x			x			x	x		x	x				x	x	
23	Measures and minimizes energy consumption.		x		x									x	x	x		x	x	x				

Q	My organisation ...	ANSWER	PILLARS			RELATED SDGs																	
			ECO	SOC	ENV	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
24	Measures and minimizes GHG emissions.		x		x			x					x		x		x	x					
25	Sets annual targets of GHG emissions and reports on performance				x			x					x		x		x	x					
26	Conducts project to trap carbon (e.g. reforestation).				x							x		x		x	x	x		x			
27	Measures and annually reports on the amount of carbon trapped vs emitted				x											x	x	x		x			
28	Conducts product life cycle analysis followed by eco-conception actions.		x		x								x	x			x						
29	Complies with a responsible sales & marketing charter made publicly available.		x	x				x													x	x	
30	Complies with a responsible sourcing charter made publically available or with published standards .		x	x	x	x		x	x	x	x		x		x		x	x	x	x	x	x	
31	Identifies, analyses, mitigates, manages and communicates on business risks.		x			x							x			x							
32	Invests in productivity improvement solutions and communicates on performance.		x										x	x									
33	Supports and monitors crop diversification programmes.		x	x	x	x	x						x		x	x					x		
34	Constantly checks that the business does not contribute to illicit trade.		x	x									x			x						x	x
35	Collaborates with authorities to combat illicit trade.		x	x												x	x					x	x
36	Invests in facilities and infrastructures to develop and protect the sustainability of its business.		x		x	x							x	x		x	x						
37	Anticipates the impact of climate change by building and implementing plans for increasing business resilience.		x			x	x						x	x		x	x	x					

Q	My organisation ...	ANSWER	PILLARS			RELATED SDGs																	
			ECO	SOC	ENV	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
38	Monitors the business health of its critical suppliers.		x										x			x	x						x
39	Reduces its business dependence on a too limited number of customers and/or markets.		x										x			x	x						x
40	Invests in R&D and launches new innovative products.		x										x	x									
41	Focusses R&D expenditure on potentially less harmful products.			x		x		x					x	x			x						
42	Conducts safety/chemistry/toxicological/clinical trials with products, and publishes results in peer-reviewed papers.			x				x						x			x						
43	Publicly positions its products along a risk continuum scale.			x				x									x					x	x
44	Informs customers about the proper and safe usage of products.			x				x	x								x						x
45	Communicates on the proportion of S&M expenditure dedicated to potentially less harmful products.		x					x									x						
46	Trains its employees on sustainable development issues and what this means for business sustainability.		x	x	x																		
47	Links personal objectives to business sustainability objectives and SDGs.		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
48	Formally identifies the stakeholders throughout the value chain and records their expectations.		x	x												x	x					x	x
49	Builds partnerships and communicates the governance rules transparently.			x												x	x					x	x
50	Assesses and improves over time the benefit/risk ratio from the interrelationships with each key stakeholders.		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

APPENDIX 5 – TOOL FOR REVIEWING INTERACTIONS WITH THE GOALS
FOR ILLUSTRATION PUPROSES ONLY

PROJECT N°	Description	RELATED TO SDG N°	Impacted pillar (-/0/+)							
	SDG	Interaction	ECO	ENV	SOC	Score	Why this non-null score?	Risks/Opportunities	Actions to address/mitigate risks or to seize opportunities	
1	Develop e-cigarette									
1	NO POVERTY	Constraining	-	0	-	-1		Risk for farmer if no alternative to tobacco	Support crop diversification	
2	ZERO HUNGER	None	0	0	0	0				
3	GOOD HEALTH & WELL-BEING	Reinforcing	0	0	+	2	Safer than cigarette smoke	Regulatory constraints	Engage	
4	QUALITY EDUCATION	None	0	0	0	0				
5	GENDER EQUALITY	None	0	0	0	0				
6	CLEAN WATER & SANITATION	None	0	0	0	0				
7	AFFORDABLE & CLEAN ENERGY	None	0	0	0	0				
8	DECENT WORK & ECONOMIC GROWTH	Enabling	+	0	0	1	Contribute to improve population health			
9	INDUSTRY INNOVATION & INFRASTRUCTURE	Reinforcing	+	0	0	2	More investment in innovation			
10	REDUCED INEQUALITIES	None	0	0	0	0				
11	SUSTAINABLE CITIES & COMMUNITIES	None	0	0	0	0				
12	RESPONSIBLE CONSUMPTION & PRODUCTION	None	0	0	0	0				
13	CLIMATE ACTION	None	0	0	0	0		High		
14	LIFE BELOW WATER	None	0	0	0	0				
15	LIFE ON LAND	Constraining	0	-	0	-1	New extractions, new disposables	Risk		
16	PEACE, JUSTICE & STRONG INSTITUTIONS	None	0	0	0	0				
17	PARTNERSHIP FOR THE GOALS	None	0	0	0	0				

	-	+
PROJECT INTERACTION SCORES	2	5
IMPACTED PILLARS	ECO	ENV
	1	-1
		SOC
		0
PROJECT GLOBAL SCORE	0	