Introduction to Key Performance Indicators

The Sustainability Consortium (TSC) is developing the Sustainability Measurement and Reporting System (SMRS). As part of the portfolio of deliverables associated with the SMRS, TSC has developed Key Performance Indicators (KPI) in the form of questions that can be used to assess and track performance towards addressing the critical sustainability issues for consumer goods. The KPIs focus on the relevant environmental and social issues for a single product category, or family of consumer goods. The KPIs correspond directly to the issues highlighted in a corresponding Category Sustainability Profile (CSP) also developed by TSC. The KPI sets for each product category were developed through TSC’s multi-stakeholder process, which included input from member and stakeholder organizations representing companies, NGOs, governmental organizations and academic experts. To learn more about TSC and the SMRS, you can visit www.sustainabilityconsortium.org/smr.

General User Guidance

1. Required Elements, Criteria, and Definitions

KPI questions must stem from an item identified in the Category Sustainability Profile (CSP) and further referenced in a corresponding dossier. Components of a CSP include:

- **Hotspots** – A hotspot is an activity or process in a product’s life cycle, perhaps in a specific region that contributes substantially to a product’s environmental or social impacts.
- **Impact Groups** – An impact group represents a summation of detailed impact categories in terms of a single endpoint of concern (e.g. climate, ecosystems, human health, or resources).
- **Additional Issues** – An issue that has scientific evidence and reasonable consensus that identifies the issue as related directly or indirectly to this category or its supply chain.
- **Stakeholder Concerns** – An issue that is of high concern to one or more stakeholder groups but is not directly linked to an impact group.
- **Improvement Opportunities** – An improvement opportunity is a practice that improves a product’s environmental and/or social performance relative to one or more hotspots, additional issues and/or stakeholder concerns.

2. Updates and Versioning

The Sustainability Consortium strives for continuous improvement and will be releasing new versions of KPI sets on a periodic basis. The current Version 1.0 KPIs will be revisited and a new version produced within the first year following their initial release. Future versions will be released on a 2 to 3 year cycle thereafter.

3. KPI Question Framework

- **KPI Names.** Each KPI question is given a unique name.
- **Scope.** KPIs are organized according to their relevance within the life cycle of a product. The scope relates to the life cycle component about which the question is asking. Some examples include, but are not limited to:
  - **Product Attributes** – Questions about product design features
  - **Consumer Goods Manufacturer Practice** – Questions about operations or facilities
  - **Consumer Engagement** – Questions about engaging with consumers to address an issue
  - **Supply Chain Engagement** – Questions about how issues or risks are managed across the supply chain
- **Relevance/Rationale.** The relevance sections describe the specific issue or issues in a Category Sustainability Profile to which the question relates.
- **Questions.** Questions can come in different formats (e.g. Multiple choice, Y/N, %).
- **Answers.** Possible answers to each question are provided.
- **Additional Guidance Sections.** Some questions can be rather detailed and/or refer to terms and organizations. The guidance sections are provided to assist the user in understanding the question and how to answer the questions correctly by providing clear definitions of terms and references.
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Supply Chain Engagement

KPI 1

A. Scope
Supply chain engagement

B. Relevance/Rationale
Hotspot: 1 – On-farm application of agrochemicals and other resources, subsequent emissions from farms for feed production; consumption of fuels, energy, emissions from agrochemical production
Impact Groups: Climate, Ecosystems, Human Health, Resources
Improvement Opportunity: II – Use of benchmarking tools

C. Question
What percent of your cattle diet supply is traceable from its production to use as cattle feed?

D. Answer Options
Have not determined this;
Have surveyed diet supply but have no data to report;
Have surveyed <50% of diet supply (1-49%);
Have surveyed > 50% of diet supply (1-74%);
Have surveyed >75% of diet supply (1-100%)

E. Additional Guidance
The scope of this question for year one focuses on the main ingredient of the cattle diet supply at the dairy farm.

Traceability: information concerning the origin of the cattle diet.

Diet: All that is fed to cattle such as grass, roughages (hay/corn cob mix), feedstuff (grains), concentrates, food waste, co-products (expellers), minerals, and vitamins.
Fertilizer Tracking and Goals
KPI 2

A. Scope
Supply chain engagement

B. Relevance/Rationale
Hotspot: 1 – On-farm application of agrochemicals and other resources, subsequent emissions from farms for feed production; consumption of fuels, energy, emissions from agrochemical production
Impact Groups: Ecosystems, Resources
Improvement Opportunity: II – Use of benchmarking tools, III – Minimize field run-off

C. Question
What percent of your cattle diet is provided by suppliers that track fertilizer use, and have goals and a program in place to optimize fertilizer use?

D. Answer Options
Have not determined this;
Have surveyed diet supply but have no data to report;
Have surveyed <50% of diet supply and the following percent track, set goals, and have a program in place (1-49%);
Have surveyed > 50% of diet supply and the following percent track, set goals, and have a program in place (1-74%);
Have surveyed >75% of diet supply and the following percent track, set goals, and have a program in place (1-100%)

E. Additional Guidance
The scope of this question for year one focuses on the main ingredient of the cattle diet supply at the dairy farm.

Diet: all that is fed to cattle such as grass, roughages (hay/corn cob mix), feedstuff (grains), concentrates, food waste, co-products (expellers), minerals, and vitamins.

Optimization activities can include but are not limited to the 4Rs Nutrient Stewardship Program, monitoring field fuel and inputs, and crop rotation. Nutrient best management practices should include soil testing to guide nutrient application rates. More information on the 4R principle is available from the International Plant Nutrition Institute (HTTP://WWW.IPNI.NET/4R).

Examples of tracking tools are Field to Market Fieldprint Calculator (WWW.FIELDTOMARKET.ORG/FIELDPRINT-CALCULATOR) and the Cool Farm Tool (WWW.COOLFARMTOOL.ORG).

Nutrient best management practices should include soil testing to guide nutrient application rates.
Monitoring Soil Fertility, Degradation and Erosion

KPI 3

A. Scope
Supply chain engagement

B. Relevance/Rationale
Hotspot: 1 – On-farm application of agrochemicals and other resources, subsequent emissions from farms for feed production; consumption of fuels, energy, emissions from agrochemical production
Impact Group: Ecosystems
Improvement Opportunities: II – Use of benchmarking tools, III – Minimize field run-off

C. Question
What percent of your cattle diet is provided by suppliers that monitor soil structure and fertility, and have goals and a program in place to minimize soil degradation and erosion?

D. Answer Options
Have not determined this;
Have surveyed diet supply but have no data to report;
Have surveyed <50% of diet supply and the following percent track, set goals, and have a program in place (1-49%);
Have surveyed ≥50% of diet supply and the following percent track, set goals, and have a program in place (1-74%);
Have surveyed >75% of diet supply and the following percent track, set goals, and have a program in place (1-100%)

E. Additional Guidance
The scope of this question for year one focuses on the main ingredient of the cattle diet supply at the dairy farm.

Diet: all that is fed to cattle such as grass, roughages (hay/corn cob mix), feedstuff (grains), concentrates, food waste, co-products (expellers), minerals, and vitamins.

Recommended practices include but are not limited, to a combination of tillage minimization, timing tillage during sufficient moisture, use of cover crops, adding of mulch or residues, and the addition of soil stabilizers.

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Fuel Tracking and Goals
KPI 4

A. **Scope**
   Supply chain engagement

B. **Relevance/Rationale**
   Hotspot: 1 – On-farm application of agrochemicals and other resources, subsequent emissions from farms for feed production; consumption of fuels, energy, emissions from agrochemical production
   Impact Groups: Climate, Human Health, Resources
   Improvement Opportunity: II – Use of benchmarking tools

C. **Question**
   What percent of your cattle diet is provided by suppliers that track on-farm fossil fuel use, and have goals and a program in place to reduce fossil fuel use?

D. **Answer Options**
   Have not determined this;
   Have surveyed diet supply but have no data to report;
   Have surveyed <50% of diet supply and the following percent track, set goals, and have a program in place (1-49%);
   Have surveyed >50% of diet supply and the following percent track, set goals, and have a program in place (1-74%);
   Have surveyed >75% of diet supply and the following percent track, set goals, and have a program in place (1-100%)

E. **Additional Guidance**
   The scope of this question for year one focuses on the main ingredient of the cattle diet supply at the dairy farm.
   Diet: all that is fed to cattle such as grass, roughages (hay/corn cob mix), feedstuff (grains), concentrates, food waste, co-products (expellers), minerals, and vitamins.
   Programs should include adopting new technologies and practices that reduce fossil fuel consumption per kilogram of diet ingredient produced.
   The use of alternative energy sources may be one of these technologies as well as reducing the energy requirements to produce the product.
   Care should be taken that these technologies take into account fossil energy use elsewhere in the production chain as well as interaction with other sustainability issues.

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Irrigation water Use Tracking and Goals

KPI 5

A. Scope
Supply chain engagement

B. Relevance/Rationale
Hotspot: 1 – On-farm application of agrochemicals and other resources, subsequent emissions from farms for feed production; consumption of fuels, energy, emissions from agrochemical production
Impact Group: Resources
Improvement Opportunity: II – Use of benchmarking tools

C. Question
What percent of your cattle diet is provided by suppliers that track on-farm water use for irrigation and have goals and a program in place to optimize water use?

D. Answer Options
Have not determined this;
Have surveyed diet supply but have no data to report;
Have surveyed <50% of diet supply and the following percent track, set goals, and have a program in place (1-49%);
Have surveyed ≥50% of diet supply and the following percent track, set goals, and have a program in place (1-74%);
Have surveyed >75% of diet supply and the following percent track, set goals, and have a program in place (1-100%)

E. Additional Guidance
The scope of this question for year one focuses on the main ingredient of the cattle diet supply at the dairy farm.

Diet: all that is fed to cattle, such as grass, roughages (hay/corn cob mix), feedstuff (grains), concentrates, food waste, co-products (expellers), minerals, and vitamins.

Programs should include adopting new technologies and practices that reduce water consumption per kilogram of diet ingredient produced. Care should be taken that these technologies take into account interaction with other sustainability issues.

Efficiency measures can range from water recycling systems and piping, drip irrigation systems, or other systems to improve in-field application systems, storage, and delivery.
Water Use and Scarcity
KPI 6

A. **Scope**
Supply chain engagement

B. **Relevance/Rationale**
Hotspot: 1 – On-farm application of agrochemicals and other resources, subsequent emissions from farms for feed production; consumption of fuels, energy, emissions from agrochemical production
Impact Group: Resources
Improvement Opportunity: II – Use of benchmarking tools

C. **Question**
What percent of your cattle diet is provided by suppliers that have determined if feed production occurs in water-scarce regions?

D. **Answer Options**
- Have not determined this;
- Have surveyed diet supply but have no data to report;
- Have surveyed <50% of diet supply and the following percent are not in water scarce regions or only use low volume irrigation (1-49%);
- Have surveyed 50% of diet supply and the following percent are not in water scarce regions or only use low volume irrigation (1-74%);
- Have surveyed >75% of diet supply and the following percent are not in water scarce regions or only use low volume irrigation (1-100%)

E. **Additional Guidance**
The scope of this question for year one focuses on the main ingredient of the cattle diet supply at the dairy farm.

Diet: All that is fed to cattle such as grass, roughages (hay/corn cob mix), feedstuff (grains), concentrates, food waste, co-products (expellers), minerals, and vitamins.

Tools, such as the following, can help you examine whether your supply is located in a water-scarce region:
- The Global Water Tool: (WWW.WBCSD.ORG/WORK-PROGRAM/SECTOR-PROJECTS/WATER/GLOBAL-WATER-TOOL.ASPX)
- Aqueduct (HTTP://INSIGHTS.WRI.ORG/AQUEDUCT/WELCOME)
Integrated Pest Management
KPI 7

A. Scope
Supply chain engagement

B. Relevance/Rationale
Hotspot: 1 – On-farm application of agrochemicals and other resources, subsequent emissions from farms for feed production; consumption of fuels, energy, emissions from agrochemical production
Impact Groups: Ecosystems, Human Health, Resources
Improvement Opportunity: II – Use of benchmarking tools

C. Question
What percentage of your cattle diet is provided by suppliers that track pesticide use and have goals and a program in place to optimize pesticide application according to the principles of Integrated Pest Management?

D. Answer Options
Have not determined this;
Have surveyed diet supply but have no data to report;
Have surveyed <50% of diet supply and the following percent track, set goals, and have a program in place (1-49%);
Have surveyed > 50% of diet supply and the following percent track, set goals, and have a program in place (1-74%);
Have surveyed >75% of diet supply and the following percent track, set goals, and have a program in place (1-100%)

E. Additional Guidance
The scope of this question for year one focuses on the main ingredient of the cattle diet supply at the dairy farm.

Diet: all that is fed to cattle such as grass, roughages (hay/corn cob mix), feedstuff (grains), concentrates, food waste, co-products (expellers), minerals, and vitamins.

Integrated Pest Management entails:
• Field scouting to determine the level of infestation;
• Preventative, non-chemical measures as a first line defense;
• Consideration of the economic balance between loss of crop due to pests and the costs of pesticide application
On-Farm Biodiversity and Ecosystems Management
KPI 8

A. Scope
Supply chain engagement

B. Relevance/Rationale
Hotspot: 7 – Land transformation and forest clearing for diet production.
Impact Group: Ecosystems
Improvement Opportunity: VII – Biodiversity and ecosystem management plan

C. Question
What percent of your cattle diet comes from suppliers that have a farm-level biodiversity management plan?

D. Answer Options
Have not determined this;
Have surveyed diet supply but have no data to report;
Have surveyed <50% of diet supply and the following percent have such plans in place (1-49%);
Have surveyed >50% of diet supply and the following percent have such plans in place (1-74%);
Have surveyed >75% of diet supply and the following percent have such plans in place (1-100%)

E. Additional Guidance
The scope of this question for year one focuses on the main ingredient of the cattle diet supply at the dairy farm.

Diet: all that is fed to cattle, such as grass, roughages (hay/corn cob mix), feedstuff (grains), concentrates, food waste, co-products (expellers), minerals, and vitamins.

A biodiversity management plan includes:
• Avoiding ecologically sensitive areas and endangered species habitat and utilizing old agricultural land prior to expansion into natural areas (examples of sensitive areas: wetlands or rare plant species habitat);
• Developing a map of areas and features important to biodiversity on or around the farm and a plan for managing invasive species;
• Provision for maintaining biodiversity (ex. hedges, field margins);
• A practical plan to make progress in approaching goals of no net loss in biodiversity;
• A periodic review (2-3 years) to assess biodiversity management.

Sustainable Agricultural Initiative’s Platform has best management practices for biodiversity (WWW.SAIPLATFORM.ORG).

Endangered species are listed on the International Union for Conservation of Nature Red List. By entering location into Protected Planet website (HTTP://WWW.PROTECTEDPLANET.NET/) you can determine Red List species.

Habitat and ecosystems encompass natural and agricultural areas.

Riparian zones include wetlands, river banks, and waterways that are in proximity to farm site.

Invasive plants defined as plant species foreign to the native ecosystem and inhibit biodiversity, which can lead to both fire risk and water overuse.

Animal control considers the impact of agriculture on native fauna and their natural habitats. Limiting this interaction with agriculture is important.

Additional information can be found by contacting local conservation agencies.
Sourcing from Ecologically Sensitive Regions – Cattle Diet

KPI 9

A. Scope
Supply chain engagement

B. Relevance/Rationale
Hotspot: 7 – Land transformation and forest clearing for diet production.
Impact Group: Ecosystems
Improvement Opportunity: VII – Biodiversity and ecosystem management plan

C. Question
What percent of your cattle diet comes from recently cleared land in ecologically sensitive regions?

D. Answer Options
Have not determined this;
Have surveyed diet supply but have no data to report;
Have surveyed <50% of diet supply and the following percent are not sourced from recently cleared land in ecologically sensitive regions (1-49%);
Have surveyed >50% of diet supply and the following percent are not sourced from recently cleared land in ecologically sensitive regions (1-74%);
Have surveyed >75% of diet supply and the following percent are not sourced from recently cleared land in ecologically sensitive regions (1-100%)

E. Additional Guidance
The scope of this question for year one focuses on the main ingredient of the cattle diet supply at the dairy farm.

Diet: all that is fed to cattle such as grass, roughages (hay/corn cob mix), feedstuff (grains), concentrates, food waste, co-products (expellers), minerals, and vitamins.

Ecologically Sensitive Regions are defined as those that were considered High Conservation Value Forests.

For non-forest regions, sensitive areas are those that were considered WWF Priority 200 eco regions. Recently cleared land is defined as land transformed from a natural ecosystem to agriculture within the past five years.
**Productivity - Cattle**

**KPI 10**

**A. Scope**
Supply chain engagement

**B. Relevance/Rationale**
Hotspot: 3 – Enteric methane from dairy cows.
Impact Groups: Climate, Ecosystems, Human Health
Improvement Opportunity: II – Use of benchmarking tools

**C. Question**
What percent of cattle supply comes from suppliers that track productivity of cattle, set goals, and have a program in place to optimize productivity while minimizing methane emissions and manure?

**D. Answer Options**
Have not determined this;
Have surveyed cattle supply but have no data to report;
Have surveyed <50% of cattle supply and the following percent track, set goals, and have a program in place (1-49%);
Have surveyed > 50% of cattle supply and the following percent track, set goals, and have a program in place (1-74%);
Have surveyed >75% of cattle supply and the following percent track, set goals, and have a program in place (1-100%)

**E. Additional Guidance**
The scope of this question for year one focuses on the main ingredient of the cattle diet supply at the dairy farm.

Diet: all that is fed to cattle such as grass, roughages (hay/corn cob mix), feedstuff (grains), concentrates, food waste, co-products (expellers), minerals, and vitamins.

This could include practices aimed at:
• Optimized conversion of feed into milk;
• Minimize enteric methane emissions;
• Minimize the amount of produced manure (especially nitrogen).

An overview of options to optimize productivity can be found at [HTTP://WWW.USDAIRY.COM/SUSTAINABILITY/GREENHOUSE%20GAS%20PROJECTS/PAGES/COWOFTHEFUTURE.ASPX].

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Manure Handling – Tracking and Goals
KPI 11

A. Scope
Supply chain engagement

B. Relevance/Rationale
Hotspot: 2 – Leaching and volatilization of emissions from manure management
Impact Groups: Climate, Ecosystems, Human Health
Improvement Opportunity: IV – Alternative manure management

C. Question
What percent of your cattle supply comes from suppliers that track, set goals, and have a program in place to minimize environmental impact of cattle manure and optimize its use?

D. Answer Options
Have not determined this;
Have surveyed cattle supply but have no data to report;
Have surveyed <50% of cattle supply and the following percent track, set goals, and have a program in place (1-49%);
Have surveyed ≥ 50% of cattle supply and the following percent track, set goals, and have a program in place (1-74%);
Have surveyed >75% of cattle supply and the following percent track, set goals, and have a program in place (1-100%)

E. Additional Guidance
A manure handling program should include practices that aim to:
• Minimize environmental impact of manure (i.e. emission and leaching during animal husbandry, storage, treatment and application of manure).
• Maximize effective use of manure as a fertilizer and/or energy resource. Different approaches to realize these aims are possible.

Examples of practices to optimize manure handling at the animal husbandry stage are:
• Optimizing grazing intensity in pasture based husbandry systems;
• Frequent removal of manure.

An example of use of manure as an energy resource can be found at the Innovation Center for US Dairy.

Examples of tracking tools for manure application are:
• Field to Market Fieldprint Calculator (WWW.FIELDMARKET.ORG/FIELDPRINT-CALCULATOR)
• Cool Farm Tool (WWW.COOLFARMTOOL.ORG)
Animal Welfare
KPI 12

A. Scope
Supply chain engagement

B. Relevance/Rationale
Stakeholder Concern: 2 – Animal welfare
Impact Group: Consumers
Improvement Opportunity: Animal welfare: VI – Meet minimum animal welfare standards or achieve enhanced animal welfare

C. Question
What percent of cattle supply comes from suppliers that raise cattle according to minimum animal welfare standards and have a program in place to enhance animal welfare beyond minimum standards?

D. Answer Options
Have not determined this;
Have surveyed cattle supply but have no data to report;
Have surveyed <50% of cattle supply and the following percent such plans in place (1-49%);
Have surveyed ≥ 50% of cattle supply and the following percent such plans in place (1-74%);
Have surveyed >75% of cattle supply and the following percent such plans in place (1-100%)

E. Additional Guidance
The scope of this question for year one focuses on the main ingredient of the cattle diet supply at the dairy farm.

Animal welfare standards should be set for the following production stages:
• Animal husbandry;
• Transport of animals;
• Slaughter of animals

Minimum animal welfare standards should comply with or be equivalent to national or industry standards such as European Commission regulations: DIRECTIVE 2008/119/EC; REGULATION (EC) No 1/2005; and REGULATION (EC) No 1099/2009.

A program to further enhance animal welfare should incorporate additional practices in comparison to the minimum animal welfare standards described above.

These practices should comply with the following principles, or equivalents:
(HTTPS://WWW.WELFAREQUALITY.NET/EVERYONE/41858/5/0/22)

Certified Humane Raised and Handled standards available here: (WWW.CERTIFIEDHUMANE.ORG/index.php?PAGE=STANDARDS)

The National Dairy FARM Animal Care Manual available here: (HTTPS://WWW.NATIONALDAIRYFARM.COM/ANIMAL-CARE-PROGRAM.HTML)
Milk Processing – Fossil Energy and Water Use Tracking and Goals
KPI 13

A. **Scope**
Consumer goods manufacturer practice

B. **Relevance/Rationale**
Hotspots: 5 – Dairy processing, energy use, 6 – Dairy processing, milk loss and waste water
Impact Groups: Climate, Ecosystems, Human Health, Resources
Improvement Opportunity: I – Reduction of energy use, milk loss, and cleaning water at processing

C. **Question**
What percent of your suppliers track fossil energy and water use during milk processing, set goals, and have a program in place for reduction?

D. **Answer Options**
Have not determined this;
Have surveyed cattle supply but have no data to report;
Have surveyed <50% of milk supply and the following percent track, set goals, and have a program in place (1-49%);
Have surveyed > 50% of milk supply and the following percent track, set goals, and have a program in place (1-74%);
Have surveyed >75% of milk supply and the following percent track, set goals, and have a program in place (1-100%)

E. **Additional Guidance**
The term “dairy facilities” includes your own or supplier organizations that perform milk processing, including pasteurization.

Fossil energy and water use should be measured in relation to unit of product (Energy Corrected Milk).

Examples of tools to track set goals and get a management plan in place to reduce fossil energy use of milk processing and distribution are:

- Dairy Plant Smart [HTTP://WWW.USDairy.COM/PLANTSMART/PAGES/HOME.ASPX](HTTP://WWW.USDairy.COM/PLANTSMART/PAGES/HOME.ASPX)
- Dairy Fleet Smart [HTTP://WWW.USDairy.COM/FLEETSMART/PAGES/HOME.ASPX](HTTP://WWW.USDairy.COM/FLEETSMART/PAGES/HOME.ASPX)

Milk Processing – Food Waste Tracking and Goals
KPI 14

A. **Scope**
Consumer goods manufacturer practice

B. **Relevance/Rationale**
Hotspot: 6 – Dairy processing, milk loss and waste water,
Impact Group: Ecosystems
Improvement Opportunity: I – Reduction of energy use, milk loss, and cleaning water at processing

C. **Question**
Do your suppliers track milk loss during processing, set goals, and have a program in place for reduction?

D. **Answer Options**
Have not determined this;
Have surveyed cattle supply but have no data to report;
Have surveyed <50% of milk supply and the following percent track, set goals, and have a program in place (1-49%);
Have surveyed > 50% of milk supply and the following percent track, set goals, and have a program in place (1-74%);
Have surveyed >75% of milk supply and the following percent track, set goals, and have a program in place (1-100%)

E. **Additional Guidance**
Milk loss, often referred to as shrink, and includes spills, off-spec product, manufacturing and equipment problems, and losses.

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