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# Beer the change...<sup>®</sup>

How to build a culture of  
sustainability in your organization

# Agenda

- Who we are
- Defining it\*
- Teaching it
- Measuring it
- Living it
- Rewarding it
- Top 6 takeaways



\*Reference Zingerman's 5 Steps to Building Organizational Culture

# Who we are

- Belgian & French inspired brewery
- Grand Rapids neighborhood brewpub & restaurant in a historic funeral home chapel
- Distribute in 16oz cans & kegs to Michigan and Chicago



# Sustainability Accolades



- 1<sup>st</sup> LEED certified commercial microbrewery in the world, 2012
- Certified B Corporation, 2014
- WMSBF Sustainable Business of the Year, 2015
- Local First Change Agent, 2015

# Sustainability Accolades

- Silver Certified Bicycle Friendly Business, 2014
- Great way to engage staff and community



# B Corporation Certification

- A higher standard of social & environmental performance, transparency, and accountability
- Evaluates the entire company rather than just one aspect
- Helps distinguish between good companies and good marketing
- Legally required to consider the impact of our decisions on our stakeholders
- Bi-annual recertification and on-site audit
- Tool to continuously evaluate progress and areas for improvement

What makes us a better company?

## B Impact Report

Certified since: May 2014

Summary:	Company Score	Median Score*
Governance	9	10
Workers	20	22
Community	18	32
Environment	39	9
Overall B Score	86	80

80 out of 200 is eligible for certification  
\*Of all businesses that have completed the B Impact Assessment  
\*Median scores will not add up to overall



# Defining It

“Putting the vision in writing is an essential element of making it successful.”

Defining It · Teaching It · Measuring It · Living It · Rewarding It

# Most Often Quoted Definitions

Brundtland Commission - Meeting the needs of the present without compromising the ability of future generations to meet their own needs

Iroquois Nation – think seven generations ahead, will decisions made today benefit children seven generations into the future?

PEOPLE PLANET PROFIT

# Sustainability

Being a truly sustainable company means that we consider the impact of our decisions on the natural environment, the people that may be affected, and the financial health of our business.

We want to balance all of these areas to operate our business with a long term approach.

# Creating Culture

- Sustainability was built into our business plan
- Changing an existing culture is harder but possible
- It comes from the top down but involves everyone & requires everyone to be engaged to be successful



# Teaching It

“The more—and more effectively—we teach people what we are looking for in our culture, the more likely it will become the reality.”

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# Get the right people on the bus



- Look for applicants that have passion...about something
- All staff must take a sustainability class
- Performance plans
- One-on-one's
- Brewery tours
- Empower staff to help

# Our Class

- Required for everyone
- Meet in small groups
- Explain the goal of the class
- Get everyone talking, interacting, and involved
- End with an action step
- Good indicator of fit



# Measuring It

“Once we’ve identified the key elements of our desired culture and written them down, we must measure our success in making them a (cultural) reality.”

Defining It · Teaching It · Measuring It · Living It · Rewarding It

# Goals

- Remember that the generic definition of a good goal is one that is:
  - Specific
  - Measurable
  - Attainable
  - Relevant
  - Time-based
- Some change is okay



# Our People Goals

- 1% of sales to local charities – 1.02%
  - 25% of donations to our neighborhood – 47.1%
- 200 employee volunteer hours – 176.5
- 0 safety incidents - 2



# Our Planet Goals



- **0 waste to landfill – 0.9% / 1.3%**
- **Water to beer ratio – 3:1 – 10:1**
- **10% onsite renewable energy – 0%**
- **Annual reduction in carbon footprint intensity – down 9.4% / 38.9%**

# Our Profit Goals

- 90% spend from 250 miles – 63.5%
- 75% spend from MI – 58.5%
- 50% food inputs from 250 miles – 25.7%
- 10% food inputs from Vivant farm – 0.5%
- 25% beer inputs from 250 miles – 4.7%



# Reporting

- Transparency ensures accountability to self and stakeholders
- Being public gives others inspiration
- Our creative ways to get help
  - Farm Hand® life cycle assessment
  - Organization carbon footprint
- Our sustainability report, “Beer the change...”™



# Beer the change ...

## **Brewery Vivant's 2015 Sustainability Report**

The title of our report is a shameless interpretation of the quote that has given us the most inspiration in our pursuit of operating sustainably, "Be the change you want to see in the world" by Mahatma Gandhi.

We made this report black in hopes you will avoid printing it. Please contact [sustainability@breweryvivant.com](mailto:sustainability@breweryvivant.com) for a printable version.

Find the report on our website, [www.breweryvivant.com](http://www.breweryvivant.com)

## Well Beyond Cow Neutral

### 21.7 Cows consumed

Through working directly with our new beef farmer, we have recalculated our Cows Consumed using 450 pounds of edible meat per cow rather than 320 which was our figure for the last few years. We sold 19,495 burgers in 2015. That equals 21.7 cows consumed by our patrons.



19,495 Burgers

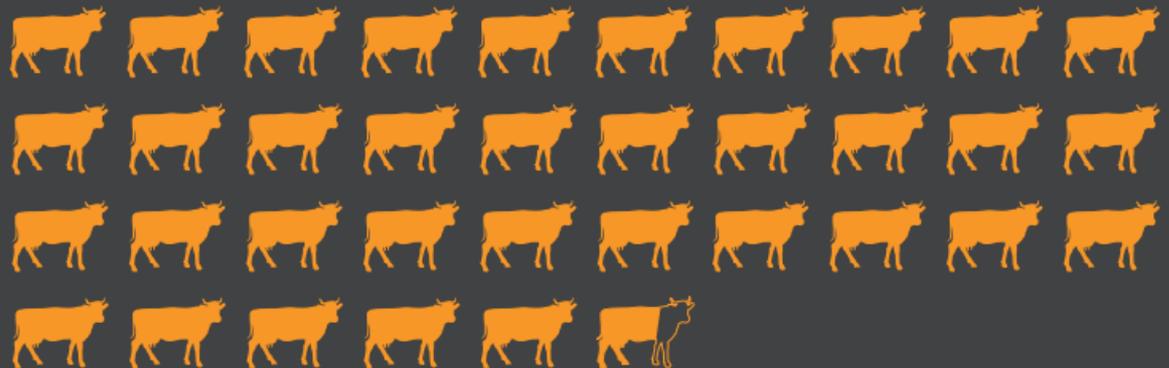
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21.7 Cows

### 35.6 Cows Fed

Over the course of 2015, we gave away 324,945 pounds of spent grain to a local cattle farmer. At 25 pounds of grain eaten per cow per day, we fed 35.6 cows putting us well over cow neutral.



# Equity

One of our most important community partners is our neighbor across the street, Congress Elementary. We believe that investing in the future leaders of our great city is one of the best ways we can spend our dollars and our time.

# \$21,453

## Dollars donated to Congress Elementary

On December 20 we celebrated our 5 year anniversary with a special fundraising effort to benefit Congress Elementary. We invited our supplier partners and neighborhood businesses to join us in this effort and were able to raise over \$21,000 which covered the majority of the cost for 2 Carts of Chromebook that the students at Congress will use to enhance their learning experience.

Our partners in this endeavor included Armock Mechanical, Mary & Carl from Atomic Object, Bazzani Building Company, Benepay, Berends Hendricks Stuit, Blu House Properties, Carbonic Systems, Inc, Clothing Matters, Community Automotive, EPS Security, Essence Restaurant Group, Global Infusion, Hendon & Slate, Image Shop, Peninsula Trading, Rowster, Rubie's Salon, Swirls Boutique, Terra, The Meanwhile, Under the Vines, Vander Mill Cider, and various anonymous donors.



# 7200

## Sack suppers

One of our missions is to educate our guests on our food and how food is produced in our Community. Another goal is to be a boon to our neighborhood. Teaming up with Kids' Food Basket seemed a natural way to hit those goals and so much more. Each Vivant kids meal purchased provides a Sack Supper through Kids' Food Basket to 5 kids at our neighborhood school. One in five children is affected by hunger in West Michigan. Kids' Food Basket is a force for attacking childhood hunger, ensuring that lunch is not the last meal of the day for nearly 7,000 kids at 38 schools in Grand Rapids, Muskegon and Holland. Sack Suppers are well-rounded evening meals that provide nutrition critical to the development of the brain and body.



## Kids' Food Basket



# Environment

An organizational carbon footprint measures the greenhouse gas emissions from all the activities across the organization, including energy used in buildings, industrial processes and company vehicles.



## Scope 1

Direct emissions that result from activities within your organization's control. This might include on-site fuel combustion, manufacturing and process emissions, refrigerant losses and company vehicles.



## Scope 2

Indirect emissions from any electricity, heat or steam you purchase and use. Although you're not directly in control of the emissions, by using the energy you are indirectly responsible for the release of CO2.



## Scope 3

Any other indirect emissions from sources outside your direct control. Examples of scope 3 emissions include employee commuting and business travel, outsourced transportation, waste disposal and water consumption.

Source: Carbon Trust



# 528.1

## Metric tonnes of CO2e

The carbon footprint number on the summary page includes our natural gas & electricity usage and vehicle miles traveled. This gives us an accurate comparison to the carbon footprint numbers we have reported in previous years.

Moving forward, we are going to include additional Scope 3 impacts in this calculation to give a more robust picture of our organizational carbon footprint. Adding these emissions shed a light on the high carbon footprint of beef. We won't be taking The Burger off the menu, but we are looking at ways we can reduce the impact of your love affair with it. One way we are already reducing its footprint is through our sourcing of burger beef from a local family farm, Wernette Beef.



### Total Scope 1

Metric  
Tons CO2e

**229.7**

Natural Gas	195.3
Company Owned Vehicle 1	6.7
Company Owned Vehicle 2	1.5
Company Owned Vehicle 3	2.9
Purchased CO2	17.4
CO2 from Fermentation	5.9



### Total Scope 2

**277.0**

Cherry St. Electric	269.5
Fulton St. Warehouse Electric	2.8
Offsite Warehouse Electric	4.7



### Total Scope 3

**294.2**

Employee Car Travel	8.6
Employee Air Travel	4.2
Employee Commute	13.7
Grain and Hops	86.8
Aluminum Cans	51.4
Corrugated for Packaging Beer	6.3
4-Pack Rings	3.6
Burger Beef	119.5

### Total Emissions

**801.0**

### Offsets

**272.9**

Sequestration from Trees Planted	0.4
Green-E Purchases	271.0
TripZero Air Travel Offset	1.5



**Total Emissions with Offsets 528.1**

# Education

## 1000 Worms : 24 Students

As part of the continual effort to support Congress Elementary, we started a "farm to school" partnership. Working directly with a third grade teacher we were able to teach students about farming, food, and health while still following the core curriculum guidelines laid out by the State of Michigan. The most popular thing we did amongst the students, was the installation of a worm bin. This bin allows them to witness their food waste transformed into rich, organic, fertilizer before their very eyes. Our farm to school partnership with Congress will be on going, be sure to watch for future development.



# 63

### Stars

"You can beer the change..." is a program inspired by our company sustainability goals that encourages our staff to live a more sustainable lifestyle. There are 12 goals focused on their environmental impact, their social/community commitment, and their personal and financial health. At 6 and 12 "stars" they get a financial incentive. By the end of the year we had 19 staff participate and get a total of 63 stars.

# 965

### Educated patrons

Our brewery tour guides talk about our brewing process and what makes Vivant beer unique in the marketplace, including why we choose to can rather than bottle. They also like to talk about the history of our building, what it means to be LEED certified, and what some of our sustainability goals are. In 2015, 965 people took our tour. We hope we inspired them to do more than just drink more of our beer.



# Staff Involvement

- Beer the change... homework
  - Required for ALL to complete
  - Insightful experience for us



# Living It

“Culture is very little about what we say, and very much about what we do.”

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# Decision Making

- We ask our team to consider the 3 P's when making decisions & purchases for the company
- We try to give equal balance to each area
  - Overall cost = Profit
  - Is there a quality option that is made with recycled content, bio-degradable materials, etc = Planet
  - Is there a local supplier we can use? Are we having an impact (+/-) on anyone in particular? = People
- Not what you say, it is what you do
  - Employee advisory board

# Awareness

- Reporting annually highlights impacts
- B Certification assessment as a continuous improvement tool
- Brewers Association benchmarking study
- Higher education studies



# Staff Morale

- Attraction and retention
  - 100% of staff are very satisfied or “love it here”
- Integration into their personal lives
  - 71% care more about sustainability in their personal lives
- A sense of purpose outside of making money
  - 100% feel they are part of something bigger at Vivant



# Staff Living It

- You can be the change... challenge
  - 13 areas mirroring our goals
- Vivant Teams
- 8/16 hours of paid volunteer time per year
  - Evolution of our volunteering program



# Rewarding It

“We need to use multiple methods in various settings; positive cultures are built over time and take a wide range of rewards and recognition.”

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# Reward and Recognize

- Invite participation along the way
- Publicly and privately appreciate those that have made a difference
- Celebrate with everyone when milestones are met
- Be careful not to reward the opposite of what you are striving for

# Employee Engagement

- We aim to be the best place to work in our industry
- Show genuine interest in staff & their passions
- Promote from within
- Profit sharing & “Employee Appreciation Day”
- Annual staff party with significant others



# The Top 6 Takeaways

- Commitment starts at the top and can not be compromised without explanation
- Start small
- Make sustainability someone's responsibility and find ways to engage everyone
- Set goals
- Hold yourself accountable
- Be open minded



“We believe that a great business exists because of the support of the local community. Therefore, a business should be an active extension of the community and should strive to find meaningful ways to engage with it.”

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