

# Member Profiles



GLOBAL ROUNDTABLE FOR  
**SUSTAINABLE BEEF**

**Member Profiles**

Roger Cady ..... 1

John Carter ..... 3

Kerry Grisley..... 6

Laurie Marker..... 9

Francisco Beduschi Neto ..... 12

Carlos Saviani..... 14



### **Roger Cady**

Senior Technical Consultant, Global Sustainability Lead  
Elanco

#### **What is Elanco?**

Elanco is the animal health division of the Eli Lilly Company. We provide products and knowledge for improving animal health and productivity.

#### **What do you do for Elanco?**

I am the Global Sustainability Lead, which means I look at the environmental impact that our products have when used by our customers in the animal production industries.

#### **What is your background? Did you grow up in agriculture?**

I did grow up in agriculture. I grew up on a dairy farm in upstate New York back in the '50s & '60s. I went to a university in the '70s to study animal science. I have a PhD in animal breeding and animal science. I've been involved in agriculture literally my entire life.

#### **How is Elanco involved in the beef-value chain?**

Elanco has a whole portfolio of animal health products that provide benefit to the beef industry, primarily for feed lots, but also for cow/calf operations. We are directly invested in the success of the beef production industry.

#### **Why is sustainable beef important to the food industry?**

Well it's not just beef; it's everything to do with agriculture. We're facing an increased demand for animal protein as the population increases and as the middle income level increases throughout the world. Animal protein is the first product that is purchased when people have discretionary income to spend. The bottom line is we need to produce more animal protein — in this case beef, without increasing the impact on the environment and without increasing the number of animals.

#### **What does sustainability mean to you?**

I live, eat and breathe what everybody hears of the standard definition: It's about being able to provide for ourselves today, and preserving the opportunities for our children and grandchildren to have the same opportunities that we have today for a life that has quality and choice to it. They can live in peace because they have the resources required for them to provide for their families.

#### **What do you want the consumer population to know about sustainable beef?**

First of all, cattle provide much more to human livelihood than just meat. They provide leather for shoes, provide chemicals for goods and much of what we take for granted today, whether it be non-petroleum based lubricants or medicines, and in many



## Member Profile

Roger Cady

parts of the world they provide power for doing work. Furthermore, beef animals provide benefit to the environment. Without beef, without cattle grazing, we would not have some of the natural resources in this country that we have, such as the Great Plains of the west. Those parts of the story never seem to get told.

### Why did you decide to become a member of GRSB?

We didn't just decide to become a member. Elanco is one of the six founding members of the organization. We've been engaged from before it was an organization because we believe strongly in sustainability, meeting the needs of future generations and supporting animal agriculture.



### How are you involved in GRSB?

I've been the primary representative for Elanco. I was involved in the development of GRSB bylaws, and I've been involved in the executive team since the very beginning. Additionally, I bring technical expertise with regards to how to evaluate environmental impacts and resource use.

### What key benefits do you feel GRSB offers to its members?

I think number one is being able to provide information on a global perspective. Helping people understand the complexity and how all-inclusive we have to be when we look at our food supply chains; primarily as a resource for information and coordination of messages in respect to what beef is, what it's about, what the benefits of cattle are — being able to balance the conversation against all the negativity that's out there.

### Is there anything else you'd like to add?

If we go back to the root of the definition of sustainability, which is being able to provide for ourselves and future generations, and view it through the three pillars of sustainability, namely economics, environment, and social: Sustainability is about balance. What happens in many discussions is that often they become polarized. Typically, you have someone who has a strong belief in one of those pillars, and somebody else who has a strong belief in another one of those pillars. If they don't see that it's about balance between all three pillars as opposed to all about one, we don't make progress. What I truly believe is that GRSB is a safe place for people with divergent views to come together and find that balance. This is an organization where we can discuss our differences and come to a third option, which is something we never thought of before. What I tell a lot of my colleagues, what I told a lot of my students when I was a professor, and what I told my children is think of it as a stream: There's somebody on the opposite side of the stream and they're afraid to come across to your point of view, and if you tell them just to come across, it's scary and they balk. But, if you cross to their side of the stream and see what they're looking at, and walk across with them, you're likely to have success. GRSB is a place to be able to do that — look at another's point of view and come to that point of view that neither one of you would have thought of if you tried to do it by yourself.



### John Carter

Founder/President  
Aliança da Terra

#### How long have you been connected to the cattle industry?

I grew up in San Antonio, Texas, in a family that was primarily in the oil business. Our main ranch was sold when I was a child, but my dad held on to a small piece of ground south of San Antonio that my brother took over. Ten years younger than him, I was his side kick, and I spent most of my youth working for him digging post holes, flood irrigating pasture and getting kicked working calves. I've been in the cattle industry professionally since 1996 when my wife and I moved from Texas to Brazil to manage a ranch in Mato Grosso with roughly 5,000 head of cattle.

#### What does sustainability mean to you?

It is easier to define what sustainability does not mean. Sustainability is not about hormones, antibiotics, labor laws, energy consumption, etc. These issues are dealt with through other means even though they are used as chaff to divert focus from the real issue. Sustainability boils down to how are we going to feed a growing population on limited resources without destroying the remaining wild areas of our planet. That translates into, "who is going to pay for those future opportunity costs?" If we do not figure that out, then we will lose the world's last tracts of wilderness, such as the Amazon. Forcing landowners to abide by top down "sustainable" certification systems may be the answer for companies that need a piece of paper to move product and for environmental groups that need marketing contracts, but these "solutions" certainly don't come close to meeting the real needs of farmers and ranchers tasked with the heavy burden of private lands conservation. We have to find a way to strike a balance between production and private lands conservation by creating a value-add for the producer.

#### How does landowner-based conservation play a role in the sustainable beef industry?

The lion's share of the work (and costs) will be done at the ranch level. The disconcerting thing is that the sustainability story is being told to the consumer by retail, not the producer. The story is just that, a "story," drawn up in marketing departments with sustainability-titled employees who work on limited budgets that allow them to tell the story well but not affect change on the ground. If the rhetoric were true, then this issue would be discussed in the commercial departments, as that is where price discovery is made. Meetings after meetings, year after year divert attention from a simple mathematical fact found in a ranch's annual profit & loss statement, "a rancher in the red cannot take care of the green." Right now, landowners cannot cost out their conservation costs, much less include those "ecosystem services" on their balance sheets as an asset. Basically, private lands conservation has no economic value other than taking that land out of production through conservation easements, which is dodging the problem again. What we need is an F-1 hybrid that incentivizes both production and conservation. Anything that bypasses this is a bluff.



## Member Profile

John Carter

### What are some of the best practices your company implements to ensure sustainability?

Twenty years ago we realized that the rancher was part of the solution in saving the Amazon, not the cause of the problem like the environmental movement was declaring so smugly. In a region where maintaining native forest on your property was a liability and where, subsequently, millions of acres were getting torn down as a result, we acted. We tapped into the frontier spirit and pent up anger and transformed that into a private lands conservation movement that has operationalized sustainability. What started with our own ranch, Fazenda Esperança, turned in to over 900 private properties today spread across 13 Brazilian states that chose proactivity and transparency as their modus operandi to effectively access the market and deliver results to the consumer. These farmers, ranchers, Indians and homesteaders voluntarily joined our ranks and let Aliança's field teams enter each of their properties to collect data, not a small feat in a world of extortion and betrayal and a huge responsibility to shoulder. This data was transformed into a practical natural resource management plan that relies on simple criteria to forge continual improvement on the ground, not in the boardroom. In the end, this work has consolidated into a transparent sourcing tool called the Producing Right Platform, which guarantees continual improvement while offering important due diligence measures that the supply chain needs. This work is executed by our non-profit, Aliança da Terra. However, the tough fight of capturing premiums to cover our costs has been tasked to a commercial enterprise, Aliança Comercial. The cold hard fact is that the inherent costs of social and environmental externalities are ignored by processors, traders, and retail commercial departments. If you want to get laughed off the stage, just ask any of their purchasing agents to help cover the conservation costs. As a group we tired of the laughing and the false prophet "projects" thrown our way by the insincere, so we became mission-focused with one target in mind, deliver what the consumer wants and communicate to them our story. Ultimately, people want to know where their food and fiber comes from and how it was produced, so that is where we are focusing. No bluffing or fancy labels, just transparent facts.



By treating the landowner with respect and listening to his and her needs, we forged conservation results that gave us the moral authority. Considering that we deployed our plan in one of the most hostile places on earth, the agricultural frontier of Mato Grosso, we know that this system will work anywhere in the world. The results are eye opening. Collectively, we can show a massive reduction in deforestation on member-properties, a 60% decrease in fire probability on our properties (fire in tropical forest is detrimental, contrary to temperate forests), 99% adoption of conservation tillage, major investments in better working conditions, 5 million acres of native vegetation on flat land being protected, 300,000 acres of riparian zone being reforested, and unprecedented adoption of technology applied on the 7 million acres of productive land in our system. The human spirit is a powerful thing if you let it flourish.

### Why should sustainability be focused on at a global level (rather than local)?

It is pretty simple. Sourcing is global. Land is finite. People the world over respond to price. There has to be an equal playing field otherwise nothing will change. That's part of the challenge of GRSB, to effectively set the bar with just compensation. Impossible? Maybe. The first test will be the Olympics. Keep an eye on them.



### **Why did you decide to become a member of GRSB?**

We represent ranchers and producers that have been under tremendous stresses. The Brazilian producer wants to be at the table and not on the plate. We are on board because we believe in the mission of sustainability and we want to ensure that those sustainability seals result in real change on the ground.

### **How are you involved with GRSB?**

Our participation is best described as proof of concept, field results.

### **What key benefits do you feel GRSB offers to members?**

GRSB offers a forum for all the players in the sustainability debate. From environmental groups, processors and input providers to retail, it is a place where you can go speak your mind. What GRSB is trying to do is come up with some way to determine what the rules of engagement are for sustainability and put criteria behind it that are feasible. However, there will come a time and place where talk transforms into "walk." It is easy to write the rules and but don't expect us to stay on for 8 seconds without the silver buckle.

### **What is the most important fact about sustainable beef that you want consumers to know?**

To understand where we need to go, we need to look backwards first. Ranching has evolved from frontier land speculation and collective mismanagement of free range to singular responsibility to make a living from the land while fighting to continually improve her. During this industry evolution, ranch margins have become slimmer, forcing the adoption of technology to produce more product on the same ground. The adoption of antibiotics, hormones, ionophores, ivermectins, etc., were not a luxury, they were a matter of survival. If society wants a change in that, then it will have to follow a cost equation to affect change. That process has been in effect for a while now through the organic movement. The problem is the only costs being considered are input costs, not conservation costs. If we do not find a way to help monetize conservation into the production equation then we will lose the remaining wild places to the slow economic battle of attrition.

Ranchers understand this issue well. I don't care if you are a rancher in Nevada or a fazendeiro in northern Mato Grosso, we want to do the right thing. This passion knows no international boundaries. We serve as much better land managers than government or environmental groups ever will. But, we need to have a dog in the hunt when it comes to efficiently telling our story to the folks who should be our allies, the consumer. If urban society knew our hearts, then I know they would rally to our flag and then we could work together to forge a sustainable future.



### Kerry Grisley

Director  
Operation Grassland Community

#### What is Operation Grassland?

My 'quick' answer is that it is a program that works with ranchers to protect habitat for species at risk. There are many positives that exist between cattle ranching and species at risk in the prairie region of Alberta. With this understanding, we can develop win-win management planning and habitat enhancement projects that benefit our ranching membership, but that also sustain the many ecological relationships that exist between grazers and the species that are originally found here. But, beyond this, it is important that I mention the "Community" in Operation Grassland Community. It refers not only to animal and plant communities, but to human communities as well. We understand the economic and social importance of our grasslands as a working landscape. I mean, I eat. I think most people do. Our overarching goal, then, is sustainability. We aren't interested only in sustaining the environment, that wouldn't make any sense. You have to balance economy, environment and community. That's what our goal has been, and that's what we do, what we have been doing since 1989. I was fortunate to come on board in 2000.

#### What is your role at Operation Grassland?

I am the director of Operation Grassland Community. I manage the program, developing ideas for projects that makes sense for wildlife, but also that make sense for our ranchers. I seek input from experts, ensuring our approach is relevant and feasible. I have been really fortunate to do this work — it provides me the freedom to be creative in the approach taken, and it has been so satisfying to see an idea through from its beginning to the end deliverable. From a personal perspective, it's been an amazing experience.

#### What is Operation Grassland working on right now to tell the story of sustainability and meat production?

There are so many "anti-meat" stories out there. We need to figure out how to do a better job of saying, "Hey, wait a second... it's not all negative." There is currently such a large disconnect between the urban consumer and the rancher. Here in Canada, and I'm sure it's similar in the U.S., the urban consumer doesn't experience the work that is required to raise food, or the cost of implementing special management practices. Without this knowledge they really only have newspaper headlines to guide them. At Operation Grassland, our focus in telling the story of sustainability and meat production has been to engage urban dwellers in positive discussions around their personal role, as consumers, in the future of our landscapes. We emphasize the fact that the steak on their plates comes from Alberta beef that is helping to maintain our native grassland habitats. That is not to say nothing can be improved upon in beef production, it is merely to point out that there is significant potential for sustainability... for the 'win-win'.

Over the past 26 years, most of our work has been rurally focused. Operation Grassland was never set up to be an urban outreach program. It was set up to work with land managers to protect habitat for species at risk. But, over these years it became increasingly clear that our ranchers can only do so much, beyond which it is simply too costly to do more. We



understood that consumers need to support this work; that is, to support the cost of wildlife conservation through the price paid for the food we eat. So about three years ago we started reaching out to the urban public. We began that process with a film series — the “Conservation Caravan” — that highlights what our ranchers were doing and brings forward the perspective that beef production can play a significant and positive role in wildlife conservation.

### **Sustainability means something different to everybody. What does sustainability mean to you?**

Sustainability, ultimately, shouldn't mean something different to everybody! It means balance among environment, economy and the community. When those three things are balanced, that means all things can thrive. It's akin to the difference between life and death — if your heart fails, it doesn't matter how well your liver is working. Everything has to work. You need balance in order for everything to be stable. I often hear people say, “it's environmentally sustainable.” To me, it doesn't make sense to put the word “environmentally” in front of it. Sustainable is sustainable. It has to be all three.



### **What are some of the best practices in beef production that ranchers should keep in mind?**

For the most part, the ranchers we work with run cow/calf operations, so I can really only speak to that aspect of production. We work directly with individual ranchers and their grazing habitats. When we are looking at beneficial management practices, we're trying to determine what is good for a certain species or for a suite of species. So for example, some of our past work was with burrowing owls, which are an endangered species here in Canada. Burrowing owls have a good relationship with cattle. You won't find burrowing owls unless there is livestock around.

In general, we work with ranchers to manage grazing or to improve/increase habitats in such a way that we create a mosaic of vegetation (as opposed to uniformity). For example, we might cost-share the fencing off a dugout to encourage the growth of lush vegetation around that dugout. For burrowing owls, this provides habitat for mice — their main food source — to breed. We've worked with ranchers to install off-site watering for those dugouts. There are obviously benefits to our ranchers as well. There have been clearly demonstrated benefits to cattle weight gains when they are provided with access to clean water. In addition, we've done moveable electric fencing so that ranchers are able to do some rotational grazing and create some habitat mosaics. We have set up cattle oilers to concentrate cattle activity for the same goal. Basically, uniform habitat is not good for wildlife. When the bison were there, they would run through and hammer one area and leave another area alone. There was always kind of a mosaic going on. That's nature's way.

The positive part for me is that in developing and implementing these management practices, is that I have had the great privilege to work collaboratively with our ranching members. I have been so fortunate as a city person, to have the experience of working with food producers, sitting at their tables and learning from their perspectives. They've taught me what needs to be done.

### **What is your background?**

I grew up in the forest habitat of British Columbia with recently immigrated British parents, so it seems funny where I ended up. I became interested in biology — ecology in particular — at a young age. In part, I think because it tells a compelling story. Humans are a big part of that story, not separate from it. I'm fascinated by how we fit in — what our role in the environment can or should be. People will ask me about being an environmentalist and they will ask if I'm a tree hugger. I will say, “Well, I



## Member Profile

Kerry Grisley

live in a wooden house, if that's what you mean. I also drive a car, eat food, and, yes, love trees." Yes, I'm really interested in sustainability because I happen to like the earth. Is sustainability attainable? Maybe. I think it is certainly possible. What I know is that we cannot live without agriculture and food.

### **How are you involved in GRSB?**

As a member, I get value from the conference calls and appreciate the invitation to listen in and participate with other members from around the world. The newsletters are great too. We also recently joined the Canadian Roundtable for Sustainable Beef.

What I have appreciated most about GRSB is that they run the organization with an incredibly open-minded, scientific, balanced view and approach. For GRSB, they've done a great job in hiring Ruairaidh, as he clearly demonstrates these qualities. And, sadly, these are the qualities lacking in the media. Instead, we hear only one side of the story, and we rarely have a journalist willing to hear the other side. It is rare to find a journalistic approach in mainstream media that takes a balanced or leveled view.

This all said, I think there are a lot of opportunities for a positive story from both an environmental and agricultural point of view. It just takes a special talent to tell this story. We need a face for agriculture. I believe the time is right. Millennials are interested, and I think they are eager to hear positive messages about agriculture.



### Laurie Marker

Founder/Executive Director  
Cheetah Conservation Fund (CCF)

#### **How did you become involved in the cattle industry?**

I have been doing research on cheetahs since the mid 1970's and went into cattle ranching in the mid 1990's. I have gone into the business as a conservationist to share and research the practices that I've used to live with predators harmoniously without killing them.

#### **How does your work at CCF connect with the work of GRSB?**

I believe that there are sustainable ways of cattle farming, or farming with livestock of all sorts, and that's what I've spent the last 25 years in the Namibia doing — looking at that sustainability. In particular, researching the effects of top predators and the health of the ecosystem. Learning that GRSB had just begun, I actively pursued them and wanted to become a member.

#### **What does sustainability mean to you?**

I call it an ecosystem stewardship. I believe that understanding the ecosystem is extremely important, and how we and our needs as humans fit into that system. Then that provides for us sustainability.

#### **What best practices does your company implement to ensure sustainability?**

From a livestock farming perspective, we farm cattle in a very arid environment and so the way we farm is very extensive and overlapping with wildlife. So we are a mixed system of wildlife and livestock.

We manage our calving season and manage our calving herd. The calves we find are the biggest problem for predators. For livestock management as a whole, especially in Africa, we find that one of the big challenges is looking at the healthcare of those animals — from vaccinations to perioscopy.

From an animal management perspective, we provide a best practice. With small stock, we use livestock guarding dogs, which is a program we not only endorse, but also breed and place dogs with farmers to protect small stock — this can also work to protect cattle as well.

That is how we integrate wildlife with livestock management. We are living with predators without having losses and not killing them — because we have enough prey base for the predators. We are part of what's called a conservancy. In Namibia, it's where you practice an integrated system of livestock with wildlife, so predators can work within that system.



### **What is the most important fact about sustainable beef that you want consumers to know?**

Sustainable beef has to also include a healthy ecosystem that includes our top predators. One of the programs that we have worked years on that we started here in Namibia is a cheetah-friendly beef initiative modeled after a predator-friendly beef initiative, which, in my opinion, should be called an ecosystem stewardship beef program. Consumers can be buying meat that is supporting ecosystems that are stewarded by the farmers. Again, I think top predators are a part of these systems, and consumers don't understand that all of our beef globally is actually threatening the survival of our top predators. This brings back into the practices that we work on here on our farm in Namibia and that many of the farmers in Namibia practice.



### **Why did you decide to become a member of GRSB?**

Farmers can live in sustainable ways and in harmony with our ecosystem and this is something that needs to be brought to the forefront of our farming systems internationally. I believe that they need to be promoted and supported by the consumers. This brings together the key players to realize that their businesses will be affected by consumers. Consumers want to live in a sustainable environment and believe that they are supporting sustainability. I believe this organization (GRSB) is going to be the one to bring this to fruition.

### **How are you involved with GRSB?**

I read everything that goes on. I have members of my staff listen in on all the meetings and report back. I'm just waiting for the right time to work together on a potential larger scale approach that might support farmers to have good ecosystem stewardship practices. And when people are ready, we (CCF) may have done a lot of the groundwork on how to implement some of these programs.

### **What key benefits do you feel GRSB offers to members?**

I believe it brings a roundtable discussion on the global issues that are affecting the world — feeding the world. And where livestock is concerned, how we can do it sustainably and how that will be affected as we look at increased aspects of climate change, land issue changes and increases in populations, and how we will actually feed the growing globe. It brings people together to discuss how it affects the cattle industry.

### **What can the general public do to contribute to a sustainable environment?**

I believe that they can support, and should actually guide through their consumer buying, that the livestock and farming industries are maintaining appropriate ecosystem services within their livestock managements. I believe that will come through consumer dollars. Therefore education of the public is important to know more about where their food comes from, how their food is grown, that there are good ways of doing it and bad ways of doing it, and that they can help drive those good ways. I also know that consumers are probably going to need to pay more for the food that is good for them and that will increase their costs over time. We should probably recognize that and realize that although food is grown on trees, trees are not infinite. We have to maintain that for the future. Our population of humans is growing exponentially. The resources that



## Member Profile

**Laurie Marker**

we have to provide the food to them are not growing exponentially, they are decreasing. I believe that consumers actually need to know those things, and we have to help prepare them for the price tags to be paying the farmers to be doing the right thing so that our ecosystems are maintained at the same time as our food systems are able to feed the people. One without the other, and we'll have failure in the near future.

### **Anything else to add?**

Our farming systems where we are in Namibia, I think, are some of the model systems that farmers in other parts of the world would be interested in learning about. Namibia is a very arid country. Farmers here have learned how to do a really good job of working in harmony with nature. Those kinds of farmers should be highlighted and those kinds of practices should be modeled and implemented in other areas.

I grew up as a farmer and understand it, but as a conservationist, I wanted to practice conservation farming or ranching. I grew up with it, have a farming background and went to school as a conservationist and am putting conservationism to practice. I've been trying to put my principles to practice.



### **Francisco Beduschi Neto**

Coordinator  
Instituto Centro de Vida

#### **What is your occupation? What do you do for the Grupo de Trabalho da Pecuaria Sustentavel (GTPS)?**

I work for Instituto Centro de Vida (ICV), a non-governmental organization (NGO) from Mato Grosso state, whose mission is to develop shared solutions for land use sustainability. At ICV, I coordinate the Cattle Ranch Initiative, where we develop the Novo Campo Program. Our objectives are: disseminate cattle ranching good practices, reduce deforestation pressure, and meet demand of global companies for verified sustainable, zero deforestation beef. We are partners of GTPS because we see the Roundtable as our great opportunity to change Brazilian cattle ranching. I represent ICV at GTPS as a Civil Society Organization. Last year, my colleagues recommended me as their representative on GTPS's board, and then the board elected Fernando Sampaio, Ruy Fachini and myself as the Executive Committee for the period 2015–2018.

#### **What is your background? Did you grow up in agriculture?**

I am an agronomist, graduated at Escola Superior de Agricultura Luiz de Queiroz–University of Sao Paulo (ESALQ–USP) in 1995, and received my MBA at the same college in agricultural commodities in 2000. Since then, I've taken many courses — the last one was the Environmental Leadership Program at University of California, Berkeley in 2015. I came to Mato Grosso in 1996, started as a consultant and worked in various companies, including a slaughterhouse, a bank and as a professor and consultant at a farmer's union. In 2013, I started at ICV as an analyst. Since January, I've been coordinating the Cattle Ranch Initiative.

#### **How are you involved in the beef-value chain?**

I work with farmers and ranchers as expert in business planning and analysis. In October 2012, ICV started a pilot project to evaluate Embrapa's Good Agricultural Practices (GAP) for cattle ranching. After two years, we had enough results to be sure that GAP adoption can help ranchers to be more sustainable economically, socially and environmentally. As a next step, we started the Novo Campo Program, to scale up GAP adoption, improve the carcass quality, monitor production and ensure zero deforestation. Now we are using GTPS indicators to monitor and report the continuous improvement.

#### **What are the key challenges in Brazil as it relates to sustainable beef?**

From the ICV point of view, we still need to address three issues: monitoring systems; smallholder inclusion and environmental regularizations. Regarding monitoring systems, GTPS already published our indicators for sustainable livestock, but we still need a tool to spread the adoption. We need to develop a system that ensures the rancher's confidentiality of personal information, and at the same time, allow the market to receive information that they can communicate securely. In Mato Grosso, the largest herd in Brazil, 60% of the calves comes from small and medium ranches. Therefore, if we want to develop sustainable production, we must think of the entire production chain and include these ranchers and ranches with adapted technology and better genetics. Finally, Brazil has the most demanding and restrictive



### Francisco Beduschi Neto

forest code in world, but we still are in the first step of it — the environmental rural registry. We need to develop cost-effective technology to make the necessary adjustments, such as recovering the riparian forest areas.

#### Why is sustainable beef important?

In Brazil, the largest herds are in Mato Grosso and Para states, in agribusiness border regions in the Amazon, a complex and very important biome. On the other hand, cattle ranching underuses natural resources, such as land and water, and has degraded pasture areas through bad management practices. Producing sustainable beef will drive the value chain to a new baseline that will ensure beef quality and quantity and at the same time stop deforestation and support a low or even neutral carbon balance. We believe that it is our duty to deliver a better world to the next generation, and it may sound cliché, but it's our mission and we share it as a team.



#### What does sustainability mean to you?

One definition for sustainability is the capacity to interact with the world to produce everything that we need while preserving the environment and natural resources for future generations. I believe we need to do more. We must set it as the way going forward and leave a map to the next generation, a legacy of continuous improvement.

#### What do you want the consumer population to know about sustainable beef?

I think that we need to understand their doubts — what they want to know about the beef they consume, and then answer the questions using words that they understand. This is a complex problem because we have different consumer groups and need to inform them of what sustainability means and how they are involved. Nevertheless, in the end consumers must be sure that we, GRSB and its members, are committed to working on sustainability.

#### Why did you decide to become a member of GRSB?

We established the basis of GTPS in 2007 and officially founded it in 2009, so we were born before GRSB. When GRSB came up with the proposal to lead the process globally, it seemed logical to us that we needed to be part of it and invited them to join us in Brazil. Ever since, GTPS and GRSB are reciprocal members and have worked together to develop sustainable beef initiatives.

#### How are you involved in GRSB?

I am vice president of the board of GTPS and a member of the GRSB board. I actively participate in events and meetings.

#### What key benefits do you feel GRSB offers to its members?

I think the open and egalitarian form of discussion and participation that we have within GRSB is a great opportunity to develop sustainability throughout the beef value chain. The quantity and quality of its members allows for effective discussions.



### Carlos Saviani

Vice President of Sustainable Food  
World Wildlife Fund

#### What do you do for the World Wildlife Fund?

I am the Vice President of Sustainable Food for WWF–US, leading the organization’s efforts on food sustainability of animal proteins, including beef, seafood and dairy products.

#### How did you get into this field? What is your background?

I was born in Sao Paulo, Brazil, and as a child growing up in a big city, I had little to no contact with food production. I had an uncle who took me once to his partner’s beautiful dairy, beef and horse farm in the countryside, and it was love of the first sight. I never stopped going there for long holidays and vacations, and that’s how I formed an appreciation of farming, nature, wildlife and animals. Those trips inspired me to study animal science, and that’s how I got into food and agriculture.

#### Where did you go to school?

I went to school at the University of Sao Paulo. I graduated at the top of my class in animal science and later complimented that with a marketing specialization at the University of Wisconsin, and an executive MBA from Business School Sao Paulo in partnership with the Rotman School of Business at the University of Toronto. More recently, I studied innovation and exponential technologies at Singularity University in California.

#### How long have you been with World Wildlife Fund?

I’ve been a member and a WWF employee for almost two years. Throughout my career, I’ve led strategic marketing for multi-national companies involved in genetics and animal health, learning a great deal about the needs of the industry globally. I had the opportunity to engage with farmers, processors and retailers from all corners of the world, trying to understand the trends and challenges they face, and working to solve those by developing new solutions and products with the R&D and business development teams. I was looking for an opportunity to make a significant difference to help change the world and improve the food sector of sustainability. Although at that time I was not fully conscious of the meaning of the word “sustainability”, I was working towards improving food sustainability without even knowing it. Interested in more than just making money, I’ve always been hungry to be involved in positive change and to leave something good behind for others. But I learned that some of those challenges cannot be solved by a single company and that the only way is to work effectively and pre-competitively with multiple players or even whole sectors and industries if you want to achieve changes at scale. So that’s how I became interested in WWF and its market transformation initiative. As a leading NGO in this space, WWF has the people, experience, and capacity to bring together different interests needed for the challenge.



#### Tell me about your work in sustainable beef.

A big portion of my background is in beef. I managed a beef ranch with 3,000 animals at the beginning of my career. I worked a lot with the beef sector in Brazil but also had the chance to work with it in different parts of the world. And beef, for sure, is a sector that WWF prioritizes because of all animal and plant proteins, beef has one of the largest environmental footprints. Yet when cattle are managed responsibly, they can help restore and maintain grasslands. It's really important for us to work within this industry, and we have several people around the world dedicated to promoting sustainable ranching and improving production outcomes. Across a variety of commodities, we are joining efforts with farmers and ranchers, processors and retailers, the scientific community, and policymakers to improve not only the environmental sustainability of this industry, but also its social and economic viability as well. We have been supporting the GRSB and its national roundtables around the world since their founding. We also have several initiatives and projects around the world related to ranching and beef production, including the Sustainable Ranching Initiative in the Northern Great Plains of the US, the Collaboration for Forests and Agriculture getting started in South America, and the Pantanal Sustainable Beef in Brazil.



#### What does sustainability mean to you?

Sustainability means producing food within the planet's natural limits. It means taking fish out of the ocean in a way that allows them to reproduce and replenish their stocks. It means using water at a rate that allows ecosystems to recharge the water. It means emitting greenhouse gases at a low enough volume to keep our global temperature from crossing the 1.5 degree threshold as set in Paris. It means being able to plant seeds and remove food from the ground hundreds and thousands of times over and over while maintaining healthy soil. It means sustaining a food system that can last for many generations to come without destroying the natural, social and economic resources we need to make it happen. That includes the fragile equilibrium of ecosystems that support life on the planet. So in the more specific case of beef, I love the definition of sustainability from the GRSB — being environmentally sound, socially responsible and economically viable. I think that is really hitting the nail on the head when it comes to sustainability.

#### What is sustainability in beef production, and why is it important to our future?

First of all, any food is important to the sustainability of the human race because we are growing not only in population but also in economic and social development. That is largely a good thing, but it also means that increased consumption per capita is also growing, which is putting stress on our food system. So it means people moving from low levels of nutrition, even starvation in many cases, to layers of society where they now can afford to buy more dense and nutritious food. This puts a huge pressure on our food system, not only for beef but for all foods. So probably in the next 30–40 years, we have to double the net food availability. As more people move into the middle class, they tend to eat more animal proteins. While poultry and pork have been growing faster than beef, there's still a growth of beef demand, especially in developing countries. It's important for society to guarantee that we can grow with that demand without destroying the planet and limiting our natural resources. We have to look at how beef is produced, and identify the gaps — what are the hot spots, opportunities and solutions to reduce its environmental footprint and to make it better for both social and economic sides. Then, we need to work on those areas to take improvements to scale so we can have a beef value chain that can be more sustainable moving forward.



### What is the most important fact about sustainable beef that you want consumers to know?

The existence of the rumen. To me the rumen is the most sustainable tool that nature created as it allows animals to digest fibers and absorb nutrients from grasses and turn them into protein for us. Monogastrics — animals with just one stomach — like us cannot do that.

### What needs to be done to obtain sustainability in beef production? And, do you feel enough is being done to achieve this?

I'm going to start by answering the second question. I think NOT enough has been done. And that's why we formed a roundtable around sustainable beef. That's why WWF and many other organizations and companies are getting together to work on this topic. And, we are just starting, there's much to be done.

To answer the first question, we are NEVER going to achieve a sustainability point because sustainability is a journey, not a destination. It demands a continuous effort.

We need to work on continuous improvements. We have climate change. We have a lot of wild and marginal spaces that animals call home, but are being transitioned for crops, urban development or other uses. So the world is always changing. The dynamic is always changing. The planet, society and economy are always changing. In rural areas, if you ask a beef rancher what's their biggest challenge when it comes to sustainability, they may say: "finding the person who is going to run this farm after I'm gone because my kids are not interested and the employees are moving to the city." Labor is a big issue today. Maybe in a few years people will start to get tired of living in the big cities and will try to find a place back in rural areas.

Sustainability is an evolving thing because the world is evolving. That's why it's important we work on continuous improvement of the three aspects of sustainability, prioritizing the most important issues (the "hot spots") depending of the location, developing metrics to measure where we are today and setting goals for improvement.

### Why did you decide to become a member of GRSB?

Because of WWF's focus on beef and food sustainability and the importance of GRSB's initiative on beef. It's where we are putting a great deal of time and energy. The GRSB, together with the national roundtables, is the only initiative that can really promote change at scale — not by doing everything themselves but by providing the framework, the principles, criteria, indicators and the metrics, the guidance, information and leadership to its members and stakeholders so THEY can implement sustainability in their companies, farms and supply chains.

### How are you involved in the organization?

WWF is deeply involved. We have team members actively participating as board members, members of the executive teams, members of the working groups in Brazil, Canada and the U.S., and also in other countries trying to get new national roundtables formed. I work on the executive team of the GRSB as vice president along with Ian McConnel who is our board member.





## Member Profile

**Carlos Saviani**

### **Is there anything else you'd like to add about WWF or your efforts?**

The most important thing I'd like to say is that we are all in this because we truly believe that making beef more sustainable is viable but we face huge challenges ahead. The planet is in jeopardy, and we believe that there's a way to prevent the worst from happening. But we really have to work on improving the sustainability of food production with a huge sense of urgency, moving forward in the continuous improvement process ASAP. Otherwise, the whole food industry will also be in jeopardy, led by beef. We have seen examples around the world where sustainability is possible, and we are working to document them in business cases to prove that these can be followed successfully. But, we need the engagement of everyone in the industry. So if I could send out a message, it would be a call for engagement. We need more players. We need more people. We need more active members from the beef value chain being part of this initiative, supporting it, making commitments and actively working to implement them just like some of the GRSB members are doing. If we want to find, develop and protect this sweet spot where beef and the planet can coexist, we will need full engagement from the beef industry as a whole. We are not there yet.