



Final report

Greenham Beef Sustainability Standard on-farm pilot

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Abstract

The Greenham Beef Sustainability Standard (GBSS) pilot project explored how an audited standard could be implemented on-farm to drive continuous improvement and offer price incentives, based on sustainability performance. The pilot also explored key questions around operational suitability and whether the standard was fit for purpose and practical for producers to use. The project was intended to collect feedback on any amendments required to the draft standard, as well as identify potential areas where producers may need support to achieve accreditation under the GBSS. The project was delivered through on-farm visits, with follow up interviews conducted. The project identified areas for improvement to the original GBSS indicators, areas where additional support will be required, and incentives and barriers to adoption. The project has been beneficial for the industry, supporting industry goals to demonstrate “green credentials”. Not only is the GBSS technically rigorous in the indicators being applied, but the support and encouragement provided to producers will drive adoption of best practice. The GBSS moves beyond a “tick box” compliance approach, to proactively driving uptake of best practice amongst the supply chain.

Executive summary

Background

Greenham is developing an optional on-farm sustainability module as an extension of its NEVER EVER program, to meet customer demands for robust and transparent sustainability credentials. The [NEVER EVER program](#) sources grass-fed beef from producers across southern Australia. Producers supplying beef into the program meet specific requirements around management practices, including [Certified Humane](#) accreditation to ensure animals are raised in accordance with high animal welfare [standards](#).

The pilot Greenham Beef Sustainability Standard (GBSS) V1.0 was developed in partnership with Greenham cattle suppliers, Greenham customers, and agricultural consultants, Pinion Advisory. The standard has been built around the four themes identified in the Australian Beef Sustainability Framework (ABSF): animal welfare, economic resilience, environmental stewardship, and people and the community. Initial work done developing the standard is reported under the project development of the [Cape Grim sustainability framework \(P.PIP.0770\)](#). The purpose of this Greenham Beef Sustainability Standard pilot project was to understand how the standard could be implemented on-farm, including piloting the audit process, and if amendments to the standard are required to ensure it is practical and robust. Another objective of the pilot was to identify knowledge gaps among Greenham's supply chain, enabling appropriate support mechanisms to be determined. The primary users for this project are Greenham's NEVER EVER supply chain of 4,000 grassfed cattle producers in Victoria, Tasmania, New South Wales, and South Australia. The findings of the project will be used to inform the following:

- Amendments to the draft Greenham Beef Sustainability Standard.
- Producer support requirements (extension and adoption needs).
- Implementation and communications strategies.
- Sales and marketing plans/communications with customers.

Objectives

The objectives of the on-farm pilot were to:

- Trial the roll out of the draft standard with ~20 pilot farms across Greenham's key sourcing regions in southern Australian to ensure it is fit for purpose (practical, user-friendly, straightforward), provides value to farmers in different regions, is not too costly or too onerous to implement, and is not setting the bar too high (acting as a barrier to participation) or too low (not meaningful/robust enough)
- Develop and trial auditing templates and processes,
- Determine the potential uptake of each tier; if the standard were to be rolled out now, what proportion of Greenham cattle suppliers would fall into each tier, and
- Understand demand/need for educational/supporting resources.

Methodology

1. Pilot participant recruitment
2. Pilot participant online on-boarding information session
3. Self-assessment (online survey)
4. Farm visits

5. Preparation of individual farm reports and overall summary reporting collating suggested amendments to the GBSS
6. Follow up interviews with participants.

Results/key findings

Undertaking a pilot phase to support the establishment of a sustainability standard (or potentially any QA or accreditation that may impact the supply chain) was extremely valuable:

- Encouraging supply chain buy-in to the standard will improve uptake. The pilot process created a pool of livestock producers to champion the GBSS amongst their networks.
- Despite the fact that the GBSS was developed with producer and technical expert input, trialling on-farm highlighted challenges with implementation of some indicators in different businesses and geographies. These issues, detailed below, will be addressed before the GBSS is launched, ensuring the resulting standards are practical and rigorous, and more likely to be accepted by beef producers.
 - A number of economic resilience and people and the community indicators are currently not fit for purpose across the diversity of business models in the producer supply chain. Changes to indicators have been identified, including assessment of business performance and annual employee performance reviews, to cover businesses from family through to corporate farms.
 - Obtaining objective measurement figures for the maintaining ground cover indicators has proven to be more difficult than expected, as subjective “by eye” measurements underpin the majority of producer assessments. The potential for remote groundcover monitoring (e.g. aerial imagery) will be investigated.
- Identifying areas where there are key gaps in producers’ knowledge, or adoption of best practice. Key gaps included carbon, WH&S, nutrient budgeting, language and key concepts around grazing management, and soil microbiology. Strategies, such as e-learning modules and producer workshops, to help address these will be developed, leveraging existing programs and resources as much as possible.
- Highlighting the opportunity for market pull-through to drive adoption. This incentivisation didn’t relate only to price (although this was a strong incentive), but also included opportunities for self-improvement/accountability, recognition for industry best practice, being industry leaders/at the forefront, more informed decision making/benchmarking performance, meeting market demands/supporting the industry, improved efficiencies, and business resilience.
- The project also identified potential barriers to adoption. These include lack of time, misconceptions about sustainability, lack of technical ability/experience with record keeping and process or computer literacy, not understanding production benefits associated with sustainable practices.
- Producer learning opportunities such as e-learning modules and support ahead of the audit process through provision of templates and a self-assessment to identify any gaps have been identified as opportunities for improved knowledge on aspects of sustainability. Through working one-on-one with trained Greenham buyers and audit staff producers can refine record-keeping practices.

Benefits to industry

The project has provided insights into the development and adoption of sustainability requirements for beef producers that supply Greenham. The process used could be adopted by other supply chains. This project has been beneficial for the industry as a whole, supporting industry goals to demonstrate “green credentials”. Not only is the GBSS technically rigorous in the indicators being applied, but the support and encouragement provided to producers will drive adoption of best

practice. The GBSS moves beyond a “tick box” compliance approach, to proactively driving uptake of best practice amongst the supply chain.

Future research and recommendations

Based on feedback from pilot participants, Greenham will invest in the development of further communication and educational resources as well as templates, examples, and tools to support producers to comply to the GBSS. Resources include record keeping templates, links to organisations that can offer support, a more extensive glossary, a welcome pack for newly accredited producers, video, and written case studies. The findings of this final report will also inform the development of communication and engagement activities to support the implementation of the GBSS. Greenham will investigate a project with MLA to support systems development to support the implementation of the GBSS including, but not limited to, developing a dynamic and automated self-assessment survey that links with Greenham’s CRM, development of a portal within Greenham Connect to house resources and information relating to the GBSS.

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1. Background

Greenham is developing an optional on-farm sustainability module as an extension of its NEVER EVER program to meet customer demands for robust and transparent sustainability credentials. The Greenham Beef Sustainability Standard (GBSS) was developed in partnership with Greenham cattle suppliers and agricultural consultants, Pinion Advisory. The standard was built around the four themes identified in the Australian Beef Sustainability Framework (ABSF): animal welfare, economic resilience, environmental stewardship, and people & the community. Initial work done developing the standard is reported under the project development of the [Cape Grim sustainability framework \(P.PIP.0770\)](#). The purpose of this Greenham Beef Sustainability Standard pilot project was to understand how the standard would be implemented on-farm, including piloting the audit process, and if amendments to the standard are required to ensure it is practical and robust. Another objective of the pilot was to identify knowledge gaps among Greenham’s supply chain, enabling appropriate support mechanisms to be determined. The primary audience for this project is Greenham’s NEVER EVER supply chain of 4,000 grassfed cattle producers in Victoria, Tasmania, New South Wales, and South Australia, although the outcomes will also be relevant to other red meat supply chains implementing sustainability standards.

The findings of the project will be used to inform the following:

- Amendments to the draft Greenham Beef Sustainability Standard
- Producer support requirements (extension and adoption needs)
- Implementation and communications strategies
- Sales and marketing campaigns/communications with customers

2. Objectives

Objective	Achievement status
Trial the roll out of the draft sustainability standard with 20 pilot producers to ensure it is fit-for-purpose (practical, user-friendly, straightforward), meets educational goals, is not too costly or time-consuming to implement, and is not setting the bar too high (acting as a barrier to adoption) or too low (not meaningful/robust enough).	Achieved. Twenty-one producers from Victoria, Tasmania and New South Wales participated in the roll out of the pilot. As a result, adjustments have been made to the standard to ensure it is robust and practical.
To develop and trial auditing templates and processes.	Achieved. Audit report template was developed and trialled during the pilot, along with processes. These have been adjusted accordingly.
Determine likely uptake at different tiers; if the standard were to be rolled out now, what proportion of Greenham cattle suppliers would fall into each tier.	Achieved. 8 producers were conditionally compliant at Tier 1, 10 at Tier 2 and 3 at Tier 3.
Understand demand/need for educational/supporting resources.	Achieved. The follow up survey with producers and the pilot roll out have been used to determine areas where support will be helpful for producers to achieve the GBSS certification.

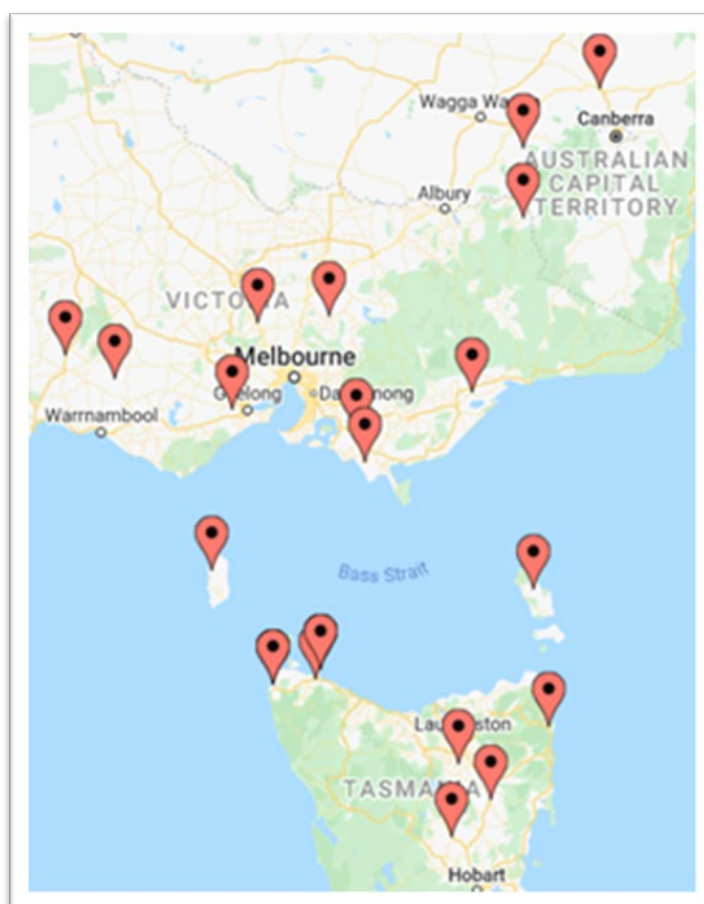
3. Methodology

3.1 Recruitment of pilot farm participants

Pinion Advisory developed a Survey Monkey link for interested producers to complete a registration (capture name, business name, herd size, location, list any other environmental accreditation the business is involved in). The registration link was circulated to selected Greenham suppliers via email. An online producer information session was held on 3 March 2022 for producers interested in participating in the pilot. Greenham coordinated and delivered this session, with input from Pinion Advisory.

An effort was made to include as wide a diversity of producers within the pilot group as possible.

Image 1 Geographical distribution of participating producers in the Greenham Beef Sustainability Standard pilot



- Number of breeding animals in herds ranged from 65 to 4,100.
- Number of animals finished and sold ranged from 50 to 2,200 each year.
- Production systems included both regenerative and traditional management practices.
- 81% both breeding and finishing, 14% finishing only and 5% breeding only.
- Producer age range from mid 20s through to late 60s.
- Mix of British and European cattle breeds represented.
- Education of producers ranged from completion of high school through to university degree.

3.2 Pilot auditing process

Pinion Advisory coordinated and delivered an online introductory workshop for 21 pilot participants on 4 April 2022, introducing the social, economic and environment modules. The purpose of this session was to provide an overview of the GBSS and what producers could expect from the pilot audit process, and to answer any questions.

A GBSS questionnaire was developed using Survey Monkey. This covered all the indicators in the standard and provided a mechanism for producers to assess themselves against the standard prior to the on-farm visit. The link to this survey was emailed to producers following the online information session.

Pinion Advisory developed auditing templates for each of the different modules - economic, social, animal welfare and environment, in addition to a farm report template. Prior to each farm visit the following preparation tasks were completed by the Pinion Advisory team:

- Review of self-assessment results and check against audit report template.
- Tasmanian participants – Individual property reports downloaded (CFEV (Conservation Freshwater Ecosystem Values) report for wetlands, NVA (Natural Values) report (threatened species, communities, geo-conservation sites, weeds, etc), erosivity hazard.
- Victorian & New South Wales participants – Individual property reports downloaded (Natural Values reports that included threatened species and ecological communities, noxious weeds and wetlands)

Face to face meetings were scheduled with 21 producers, and farm visits were conducted during May 2022. Following the farm visits the audit reports were prepared and then reviewed by the Pinion Advisory audit team. In addition to the individual farm reports, and overarching summary report was prepared. This summary report highlighted the results from the pilot and identified areas in the GBSS requiring review (e.g. ambiguous, not practical, not rigorous enough, etc).

3.3 Capturing feedback

Pinion Advisory developed a monitoring and evaluation plan for the pilot (Appendix 7.5), which included questions for pilot producers. This included standard questions for producers and pilot auditors to complete during on-farm visits, and questions for follow up interviews with participants (Appendix 7.1).

Interviews were conducted by Greenham, a minimum of 10 weeks post-farm visit. The purpose of the follow up interviews was to give producers a chance to have reflected on and started to action any audit requirements, including record keeping. At this time, they would be able to provide feedback on both the auditing process and implementing the sustainability standard.

The summary feedback from producers is detailed in section 4.2 of this report and Appendix 7.4.

3.4 Refining the Greenham beef sustainability standard

Findings from the pilot will be used to amend some indicators under the standards to:

- Improve interpretation of requirements.
- Increase clarity around short- and long-term business benefits of practice adoption.
- Ensure that indicators are well aligned with objectives of each tier.

Proposed changes will be made throughout December 2022 and January 2023 and circulated to key Greenham customers and pilot producers to provide feedback prior to progressing to the next stage of the launch in early 2023.

4. Results

4.1 On-farm visits

Twenty-one producers across Tasmania (11), Victoria (8) and NSW (2) were initially engaged in the pilot, representing more than 26,000 head of cattle.

The pilot participants were all receptive to the concept of a sustainability standard and provided excellent diversity to pilot the standard with. There was an understanding of the need for proof to demonstrate action on farm (the need to see on-farm outcomes in addition to records, and verbal discussions with producers). Risk can be assessed differently by different people, based on their own experiences (e.g., assessment of high-risk waterways, ground cover areas etc). How to ensure assessment of risk is objective will be important for the GBSS.

The tier-based approach worked well although, in some areas producers felt that the Tier 3 indicators needed strengthening. Tier 3 is an opportunity to acknowledge and reward producers who have gone the extra mile and are doing great things, and it shouldn't be too easy to achieve, which currently in some areas it possibly is. One producer also stated that the GBSS needed to be more rigorous to achieve Tier 2 or 3 certification. The tiers are explained in more detail in Table 1.

Table 2 summary explanation of standard tiers

Tier	Focus
1	Prioritises education and planning and sets the baseline for sustainable management in the NEVER EVER supply chain.
2	Beef from accredited tier 2 properties is eligible for an on-pack ' certified regenerative ' label.
3	Prioritises continuous improvement , striving for optimum ecological health, carbon neutrality and best practice financial, people, and safety management.

The diversity of producers within the pilot program highlighted that, while some producers were already achieving a high standard, others would require more support to achieve the indicators in the GBSS. The pilot identified areas for improvement and provided a framework for producers to identify areas to focus on. Simpler practice changes such as including biological parameters within soil testing regimes or including threatened fauna and flora in farm planning have been adopted during the pilot. Some areas were highlighted as ambiguous. Ambiguous areas centred around how comprehensive the supporting information to meet an indicator had to be. For example, an annual business performance review was conducted by all pilot producers, however this ranged from a review of cashflow through to full economic analysis and review of key performance indicators.

Pilot participant achievement is summarised in Table 2. To achieve Tier 1, 2, or 3 accreditation, each indicator within the tier had to be met.

Table 2 Summary of achievement (conditional compliance) against different tiers during the pilot project

	No. compliant pilot participants
Tier 1	8
Tier 2	10
Tier 3	3

4.1.1 Opportunities for improvement

The following were the top five indicators (at Tier 1 and 2) where opportunities for improvement were identified among the pilot producers:

- Soil biology testing.
- Stocking rate calculated. This was something most people said they had in their head but hasn't formally calculated or recorded. Many also commented that their stocking rate fluctuated throughout the year.
- Carbon emissions and sequestration estimated.
- Induction checklists.
- Hazard identification and risk assessment.

4.1.2 Animal welfare

Overall, most producers were able to address the animal welfare criteria relatively easily. This is possibly a reflection of the effectiveness of the NEVER EVER standard. The tiered approach to this indicator about polled animals wasn't really needed. For Angus producers or other pure bred polled herds, the different tiers were redundant. There were some minor suggestions to streamline and improve these indicators, and there were some queries from pilot participants as to the desired uptake of polled animals in the supply chain.

4.1.3 Economic resilience

There was variability in how the economic resilience indicators were addressed by producers. Older, more experienced producers appeared to be less proactive in recording productivity data, keeping detailed financial records, and setting business goals than younger or corporate producers. They expressed that they did this when younger but, with many years' of experience, are now more intuitive business managers (i.e., they have the skills and capability but don't see the need). The ability of the GBSS to accommodate different motivations of producers around financial management was questioned.

4.1.4 Environmental stewardship – maintaining ground cover

These indicators require significant re-working to be practical. Most producers relied on subjective means of assessment (i.e., "by eye") rather than using objective tools, and they did not keep records of ground cover assessment. This led to differences between what they believed their ground cover to be and the actual ground cover in the paddock (as observed during the farm visits).

Some of the concerns noted include:

- Some confusion between pasture cover (kg DM/ha) and ground cover (% bare ground vs % ground with vegetation cover). There was also some variation in how producers approached ground cover across the general farm areas versus higher risk areas (e.g. steep slopes, sand blows, etc).
- Most producers keep a regular eye on ground cover but informally (i.e., no formal assessment process and records aren't kept).
- Most Tasmanian producers claimed at least 81-90% ground cover (some >90%), as seasonal assessment results. Victorian producers who were claiming 90-100% ground cover were often

found to be overestimating during the farm visits. However, given there was no ‘formal’ seasonal assessment, ground cover claims were not able to be substantiated well enough.

- Most producers did know the areas subject to erosion risk areas and kept a close watch on these areas, but they typically aren’t noted on the farm map and no ongoing records are kept.
- What was deemed high-risk was subjective – for example, producers with a hilly property didn’t see as much as high risk as it was ‘normal’ for them. With an objective assessment process to be used, producers should be encouraged to objectively identify at-risk areas.
- Recommendation is to review the current approach to ground cover indicators. This system was seen to be overly complicated, especially given the lack of formalised assessment process or record keeping. It was difficult to assess compliance at the levels of detail across the different indicators. Suggestion for revised approach acknowledging key issues and emerging opportunities associated with ground cover measurements:
 1. Higher or at-risk areas (e.g. sandblows, steep slopes etc).
 2. General ground cover assessment across the main farm paddocks with a focus on pasture persistence, soil carbon and health (excluding trafficked or high use areas e.g. feed pads, laneways).
 3. Ability of free satellite imagery software to support ease of accurate assessments and improve compliance under these indicators.

4.1.5 Environmental stewardship – healthy soils

No changes to the indicators for healthy soils were recommended. The variation in management across different businesses was reasonably well captured.

- Variable understanding and uptake of nutrient budgeting. This indicator is set at the correct level (Tier 3).
- There was strong uptake of soil testing across the board. However, the level at which it was done varied considerably, ranging from ad-hoc tests triggered by activities such as pasture renovation or poorly performing paddocks, to a strategic testing regime to determine fertiliser application on an annual basis. Most producers in all regions relied on agronomists for soil testing and nutrient advice.

4.1.6 Environmental stewardship – grazing management

Most producers had a good knowledge of managing grazing residuals and resting paddocks however this was done mainly by eye and experience (intuitive management). Only about half the producers understood the language around grazing management (e.g. DSE, dry matter, grazing residuals, dry matter). The farm visits demonstrated that the pastures and feedbase were typically well-managed, with a tendency to understock to provide a buffer and not push the system too hard. Some adjustments are recommended for these indicators.

4.1.7 Environmental stewardship – healthy waterways

All producers were aware of the waterways on their property and the benefits of fencing them off, however only one had all waterways completely fenced off. There was substantial variation in approaches to waterway management. Factors that influenced the variable approach included the increase in the need for weed management when grazing is restricted, how regularly the farm was flooded and availability of stock watering points. Water quality is an important issue, as it’s highly

visual and has off-property impacts. Some producers felt the indicators/standard should be stronger in this area.

4.1.8 Environmental stewardship – biodiversity

Across all regions producer's experience, knowledge, and level of interest about biodiversity was highly variable. For example, in Tasmania when asked about weeds, many producers were very conscientious about pasture/production weeds but where the same (or different) weeds occurred in areas of native vegetation, management was not such a high priority.

What constituted a diverse pasture sward was variable from one producer to the next. While some thought 3-5 species within a pasture was diverse, others believed there was a need for 20+ species. These differences in approach to diversity were also evident when assessing knowledge and approach to native flora and fauna on each property. Promoting pasture biodiversity was also questioned as to whether it was more appropriate for this to be addressed within the grazing management and soil health sections to better reflect production benefits of multispecies pastures e.g., feedbase resilience and year round feed availability.

4.1.9 Environmental stewardship – carbon

With some notable exceptions, there was limited understanding of, or exposure to, carbon management among the pilot producers. All producers who had not previously completed a carbon account (only three had done so) were interested in learning more but required support to calculate sequestrations and/or emissions. All producers involved in the pilot were invited to participate in a free carbon accounting workshop with Integrity Ag & Environment. 8 of the 21 pilot farms completed the workshop in August 2022.

4.1.10 People and community

Family farms, where just couple of family members worked in the business, struggled to achieve these indicators. However, the majority understood why these indicators are important and were included in the GBSS and were willing (with help and support) to implement enough to achieve Tier 2. Some indicators, such as WH&S plans, annual business review, key performance indicators and employee performance reviews, may need revising to be fit for purpose for small family farming businesses.

4.2 Follow up producer interviews

Pilot producers were contacted in September 2022 for a follow up interview to wrap up the project. The intention of these interviews was to understand how producers went about implementing the GBSS on-farm and to identify any potential barriers to adoption. Of the 21 producers involved in the pilot, 18 participated in the final interview, with three opting-out due to time constraints.

4.2.1 Qualitative results

Following are some key insights from the final feedback interviews:

- Overall, most producers were positive about the standard and were keen to close out the opportunities for improvement identified in their individual assessment reports to reach their desired tier.

- While most said they saw other benefits beyond the financial premium, and in principle supported the GBSS, having a premium attached to accreditation was a critical incentive for maintaining accreditation. Other benefits identified included:
 - Synergies with other accreditation programs/industries (e.g., wool)
 - Understanding industry direction re sustainability
 - Feeling closer to market/customer needs/trends
 - Benchmarking against industry best practice
 - Market access
 - Marketing (breeders/backgrounders)
 - Social/environmental responsibility
 - Providing structure to abstract thoughts and ideas about on-farm sustainability
 - Incentive to action things on the 'to-do' list
 - Alignment with business vision/direction
 - Remaining competitive (both personally and on an industry/global scale).
- While some had begun working on templates related to record keeping, safety, staff/livestock/property management, or maintenance, or making plans to address the various opportunities identified in their individual reports, most had not made any significant investment (financial, time or physical). Largely this was due to wanting the final version of the standard before making decisions or a large investment.
 - There is an opportunity to establish a process to better support producers to address opportunities for improvement. This might include automated emails with reminders/supporting resources, follow up phone calls, meetings with Greenham cattle buyers, or a combination of these options. The action items appeared to easily fall into the 'deal with later' basket.
- Tools and templates will be key to adoption, with almost all pilot participants requesting simple templates, training, guides, and examples. Some also suggested local producer working groups.
 - Many commented that SB-GAF was difficult to use. This should be addressed in part by the carbon eLearning modules and with the introduction of a digitised SB-GAF as part of the 'Environmental Credentials for Australian Beef' project.
 - Two producers also commented that MLA's stocking rate calculator was difficult to use. However, it seemed this was less to do with the tool itself and more to do with knowing the specific inputs required (e.g. available pasture and growth rates). This may relate back to the lack of understanding of key terms and definitions around grazing management (the language of grazing management) identified during the farm visits.
- All participants said the GBSS required them to do more record keeping or record more detail than they did currently. However, all indicated that they felt the requirements were sustainable if the right systems and templates were set up from the start, and staff were trained in the new processes. At least two producers cited using a computer program such as AgriWebb or their own program for record keeping. Some areas mentioned by participants as requiring additional record keeping included:
 - Carbon
 - Workplace health & safety
 - Staff training and performance
 - KPI setting
 - Nutrient budgeting
- 12 out of the 18 participants said at least one requirement or area of the standard was unfamiliar to them. Of those the following were identified as unfamiliar:
 - Carbon (7 respondents)
 - Workplace health & safety/staff (6 respondents)

- Soil testing, microbial test in particular (3 respondents)
- Nutrient budget calculation (2 respondents)
- Carrying capacity calculation (2 respondents)
- Ground cover calculation (1 respondent)
- When asked whether their expectations going into the pilot were met:
 - 9 participants said yes
 - 1 said no
 - 6 said they didn't have any expectations.

The producer that responded 'no', was confident in the way they measured indicators like carrying capacity and ground cover by 'eye'... what value does something like calculating carrying capacity add to our business."

4.2.2 Quantitative results

The summary of producer ratings are as follows:

- 76.4% rated the standard a 4 or 5 for practicality (out of 5)
- 52.9% rated the standard a 4 or 5 for value (out of 5), with the remaining 47.1% rating it a three
- 52.9% said addressing opportunities for improvement/participation in the pilot had not been overly time consuming; 35.3% said it was moderately time consuming. Further detail is provided in Table 3.

Table 3 Estimate by pilot participants of time investment into implementing GBSS and addressing opportunities for improvement

Time investment	No. of people
<2hrs	1
<3hrs	2
4-8hrs	1
1-2 days	3
2-3 days	4
Several weeks over the next 12 months	2
~100hrs over the next few months	1
Several months in total	1

- 82.3% of respondents said compliance to the standard had not been overly costly to-date (over and above their normal operational costs) and that they didn't see it costing them much more over and above already planned spending (although some did note that it brought forward the timeline for some purchases/actions).

Participants were asked what they perceived as potential barriers to and incentives for adoption of the GBSS. These are summarised in Table 4. The number of incentives noted by participants was positive.

Table 4 Summary of barriers and incentives to adoption of the GBSS

Incentives	Barriers
Financial premiums	Individual terrain/environmental challenges
Market access	Misconceptions about sustainability
Keeping up with customer/market needs	Lack of time
Something concrete to work towards	Lack of staff/resources

<p>Actionable feedback Improve industry for the future Self-improvement View/perspective it gives you of your business Selling tool/value add for selling replacement females outside abattoirs Market access selling backgrounders from a stud stock perspective Being part of something at the front of the pack Continuous improvement Recognition for industry best practice Improved efficiencies and environmental outcomes Farm resilience Preparedness for other programs and audits More informed decision making Feel connected to end-product and markets Establishing baseline carbon account and improving over time Understand where I sit against industry standard (benchmarking) Provides a template for people wanting to take first steps in sustainability – helpful from a farm planning/systems approach</p>	<p>Lack of technical ability/experience with record keeping and process Computer literacy How requirements integrate with rest of farm Not seeing the bigger picture Age/stage of life Attitude Not understanding production benefits of requirements Lack of understanding about or perceived cost of carbon accounting Premium/price signal is not strong enough Distance to cart cattle to Greenham (western district of Victoria)</p>
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4.3 McDonald’s sustainability showcase

On 12 October 2022 GBSS pilot producers located in Victoria were invited to attend a beef sustainability showcase in Gippsland with McDonald’s to discuss the pilot process and share key lessons. The day was attended by the McDonald’s leadership team who engaged in the discussion. Key takeaways will be incorporated in McDonald’s strategic planning for their own sustainability goals.

The day involved a farm tour of a GBSS pilot participant, a presentation from Greenham and a Q&A panel with 3 pilot participants discussing the challenges and lessons from the pilot.

Greenham participated in [E.CEM.1920 - Verified Sustainable Beef Supply Chain Proof of Concept](#), a project led by McDonald’s and MLA. Lessons, and relevant indicators from this project have been incorporated into the Greenham Beef Sustainability Standard.

5. Conclusion

5.1 Key findings

Undertaking a pilot phase to support the establishment of a sustainability standard (or potentially any QA or accreditation that may impact the supply chain) was extremely valuable:

- Encouraging supply chain (producers and cattle buyers) buy-in to the standard, which will improve uptake. The pilot process has created a pool of livestock producers who can champion the GBSS amongst their networks.
- Despite the fact that the GBSS was developed with producer and technical expert input, trialling on-farm highlighted issues with some indicators (e.g. ambiguous, structured under the wrong tier, not practical, not sufficiently rigorous etc). These issues will be able to be rectified before the GBSS is launched, meaning the final GBSS is more likely to be practical and rigorous and be accepted by beef producers.
- Identifying areas where there are key gaps in producers' knowledge, or adoption of best practice. Key gaps included carbon, WH&S, nutrient budgeting, language and key concepts around grazing management, and soil microbiology. Strategies to help address these will be developed, leveraging existing programs and resources as much as possible. This takes the GBSS beyond a "tick box" compliance approach to proactively driving uptake of best practice amongst the supply chain.
- Highlighting the opportunity for market pull-through to drive adoption. This incentivisation didn't relate only to price (although this was a strong driver), but also included opportunities for self-improvement/accountability, recognition for industry best practice, being industry leaders/at the forefront, more informed decision making/benchmarking performance, meeting market demands/supporting the industry, improved efficiencies, and business resilience. These incentives for adoption can be used to develop value propositions for the roll-out of the standard to the whole Greenham supply chain.
- Conversely, the project has also identified potential barriers to adoption. These include lack of time, misconceptions about sustainability, lack of technical ability/experience with record keeping and process or computer literacy, not understanding production benefits of sustainability requirements. Better understanding these barriers has created an opportunity to address them in the implementation of the GBSS.

5.2 Benefits to industry

The project has provided insights into the development and adoption of sustainability requirements for beef producers. The process adopted to develop the GBSS and ensure it is fit for purpose, both for producers and meeting customer needs for transparency around sustainability claims, could be adopted by other supply chains.

The lessons captured during the project will be used to amend the GBSS and associated processes (auditing, support, including training, resources, and templates) to facilitate easy adoption by producers.

This project has been beneficial for the industry as a whole, supporting industry goals to demonstrate "green credentials". This inherently benefits beef producers through production and on-ground benefits as the standard focuses on a practical approach to sustainability. Not only is the GBSS technically rigorous in the indicators being applied, but the support and encouragement provided to producers will drive adoption of best practice. The GBSS sets a high bar for sustainability standards, moving beyond a "tick box" compliance approach to proactively driving uptake of best practice amongst the supply chain.

6. Future research and recommendations

Based on feedback from pilot participants, Greenham will invest in the development of further communication and educational resources as well as templates, examples, and tools to support producers to comply to the GBSS. Resources include: record keeping templates, links to organisations that can offer support, a more extensive glossary, a welcome pack for newly-

accredited producers, video and written case studies. Given the differing ability of producers to verbalise their management in detail and differing perceptions of risk, it is recommended that a guided farm tour is essential for a successful sustainability audit. The self-assessment was useful to enable preparation prior to the farm visit, for both producer and auditor. The findings of this final report will also inform the development of communication and engagement activities to support the implementation of the GBSS. Greenham will investigate a project with MLA to support systems development to support the implementation of the GBSS including but not limited to developing a dynamic and automated self-assessment survey that links with Greenham's CRM, development of a portal within Greenham Connect, Greenham's online producer portal, to house resources and information relating to the GBSS.

7. Appendix

7.1 Follow up producer survey questions

Questions included:

- Now that you've had some time/experience with the GBSS, which tier are you interested in reaching? And what actions have you taken to reach it?
- Why do you want to achieve this tier?
- Please rate the GBSS from 1-5 for the following:
 - Practicality (1=not practical at all / 5=very practical)
 - Time consumption (1=not time consuming at all / 5=very time consuming)
 - Cost-effectiveness (1=not very costly / 5=very costly)
 - Value (1=not valuable / 5=very valuable)
- In what ways has the GBSS added value to your business?
- Overall, how difficult was it to meet the requirements of each tier? (1=easy / 5=very hard)
- Were there any indicators or requirements that were particularly difficult to implement/meet?
- Has participating in the pilot/engaging with the standard increased your understanding of on-farm sustainability across the following areas (1=not at all / 5=very much):
 - Economic
 - Animal welfare
 - People
 - Environment
- Since the onboarding meeting, how long have you or members of your team, spent on meeting the requirements of the standard?
 - <2hrs
 - 2-3hrs
 - 4-8hrs
 - 1-2 days
 - 2-3 days
 - >3 days
 - Other
- Have you incurred any additional costs over and above your normal operating costs in implementing/complying with the standard requirements?
- Are any of the record requirements additional to your current practices? If so, which ones? How much extra time? Is the time commitment manageable/sustainable in the long-term?
- Were you unfamiliar with any parts of the standard or its practices/measurements?
- On a scale of 1-5, how easy was the GBSS document to follow? (1=difficult / 5=very easy)
- Did you learn anything new from your participation in the GBSS pilot? (Y/N)
 - If yes, what? And will these lessons be useful to your business in the long-term?
- Were your expectations going into the pilot met?
- What do you see as the potential barriers to adoption for producers considering participating in the GBSS?
- What do you see as the potential incentives for producers considering adopting the GBSS?
- How could Greenham better support producers to adopt/comply with the GBSS?
 - Extra training
 - Extra fact sheets
 - Links to further resources
 - Additional record keeping/measurement templates
 - Surveillance technology
 - Videos
 - Other

If you could give one piece of advice to someone just starting out with the GBSS, what would it be?

7.2 Self-Reporting Questionnaire – REDACTED

7.3 Individual report template



GREENHAM



Pilot Greenham Beef Sustainability Standard farm on-boarding assessment report

CONTACT & OPERATION DETAILS			
Trading Name			
Contact(s)		Position	
Home phone		Mobile	
Email			
Preferred contact method	<input type="checkbox"/> Telephone	<input type="checkbox"/> Mobile	<input type="checkbox"/> Email
Mailing address			
Property address			
Primary PIC		Land size (ha)	
Date of on-farm visit		Date report published	
Author name		Author contact	

Purpose of this report

Based on the online self-assessment you completed and the visit to your farm by XXX, this report summarises where your business currently sits against the pilot standard. This report can help you prepare for the roll out of the GBSS to the broader Greenham supply chain. The roll out of the optional standard is not expected to occur until later in 2022. All producers will be notified in advance.

Next steps

Based on your feedback, the pilot standard will be reviewed. Consequently, some indicators will change before the standard is formally rolled out. Any changes will be provided to pilot producers for review before the standard is finalised.

Assessment rating system

Rating	Meaning
Compliant	Fully meets the requirements
Conditionally compliant	Largely meets the requirements but a little improvement needed to fully meet them
Room for improvement	Only partially meets the requirements and a reasonable effort will be needed to fully meet them
Not compliant	Does not meet the requirements
N/A	Indicator doesn't apply to this business

Overall tier achievement



Comments: XXX is **conditionally compliant with Tier X** of the Greenham Beef Sustainability Standard (GBSS). To achieve unconditional compliance to Tier X, the key indicators for improvement include **XXX, XXX, and XXX**. Details of opportunities for improvement are detailed directly below and throughout the report.

Please note that tiers are cumulative. Achieving tier two means that all requirements for both tier one and two have been met.

Summary of opportunities for improvement

The table below details the indicators to focus on and steps you could take to achieve unconditional compliance to Tier X. This report may help you prepare for the roll out of the GBSS to the broader Greenham supply chain but please note that as this report was created during the pilot phase, these indicators are subject to change. The final standard may include different requirements to those included in this report.

Theme	Indicator	Details
	EN11	Refer to GBSS appendix for guidance on how to estimate carrying capacity and determine DSE rating

7.4 Feedback interview summary

Q1: Now that you've had some experience with the GBSS, which tier do you think you would be interested in reaching?

● Tier 1	1
● Tier 2	7
● Tier 3	8



18
Responses

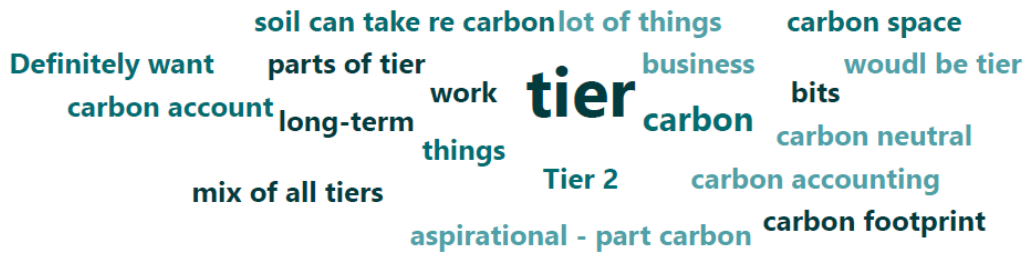
Latest Responses

"If not hard to do we'll do it. "

"Tier 2 if there's a worthwhile financial premium. "

"I think we could get into tier 2 pretty easily. And always open to goin..."

15 respondents (83%) answered **tier** for this question.



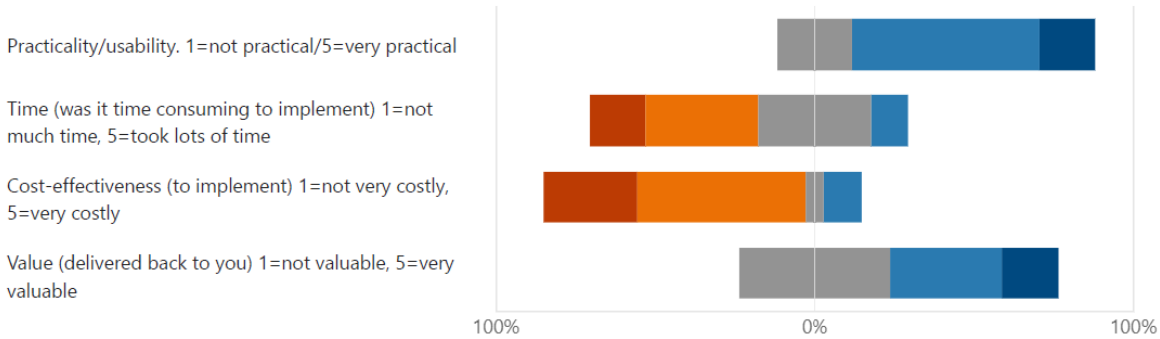
Q2: What was your reason for targeting this tier?

4 respondents (44%) answered **business** for this question.



Q3: Overall, rate the GBSS from 1-5 for the following:

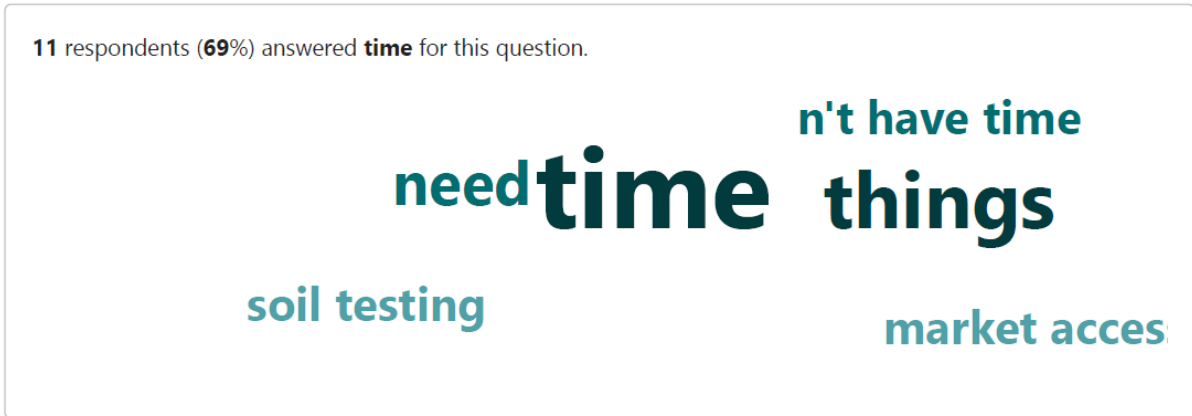
1 2 3 4 5



16 Responses

Latest Responses

"Practical - we do a lot of other compliance programs so it's relatively ..."
 "Time - The idea of being part of the pilot was to understand this area.."



Q4: In what ways has the GBSS added value to your business?

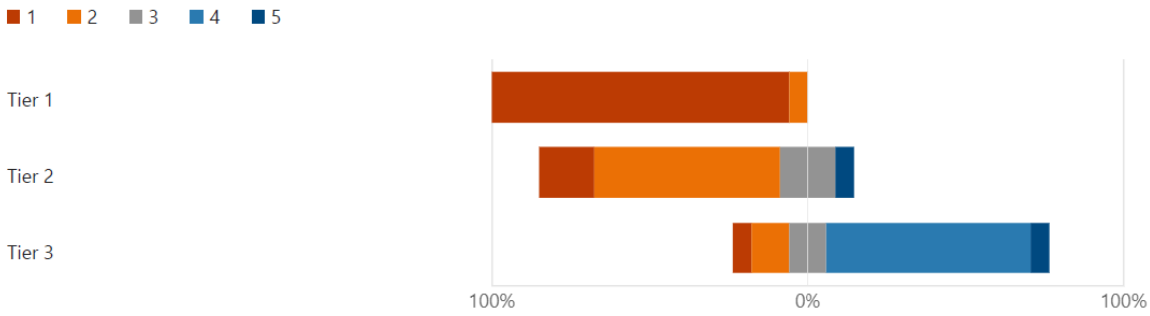
10 Responses

Latest Responses

"Not really sure if there's much value in addressing the tier 1/2 indicat..."



Q5: Overall, how difficult was it to meet the requirements of each tier; with 1 being easy and 5 being very hard?

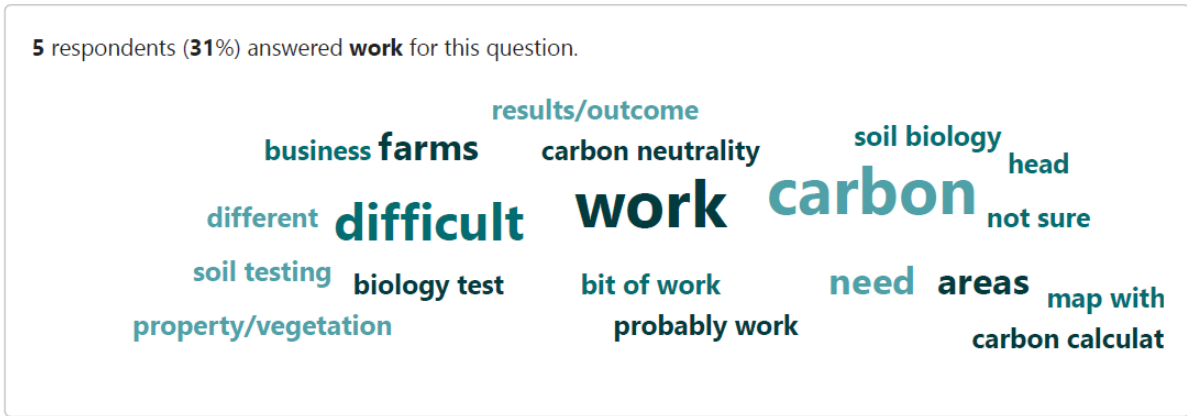


Q6: Were there any indicators or requirements that were particularly difficult to implement/meet?

16 Responses

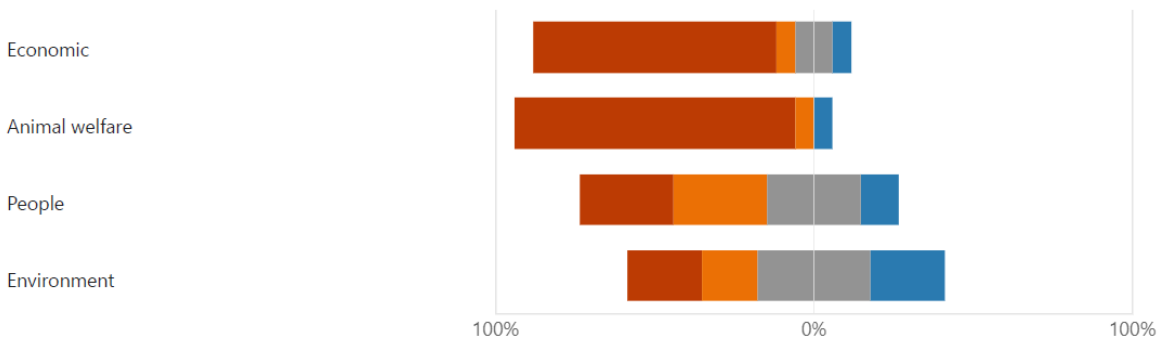
Latest Responses

"No. Most of the compliance schemes we're apart of all talk to each ot...
 "For me the the area that needed the most work was the people/empl..."



Q7: Has the standard increased your understanding of on-farm sustainability across the following areas. Provide a rating from 1-5; with 1 being poor and 5 being excellent?

Legend: 1 (dark orange), 2 (orange), 3 (grey), 4 (blue), 5 (dark blue)

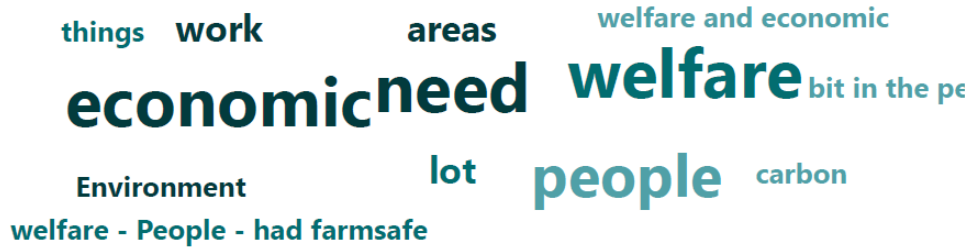


17 Responses

Latest Responses

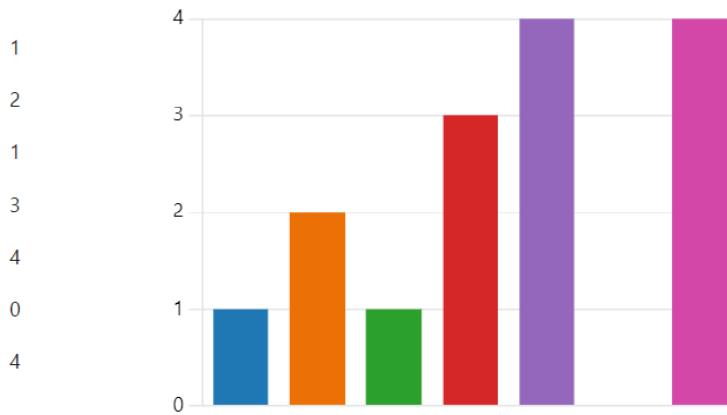
"Just the areas we had to improve on -better recordkeeping. "
 "Economic - Animal welfare - People - it's ok for me now as an individ..."

9 respondents (53%) answered **need** for this question.



Q8: Since the onboarding meeting, how long have you (or members of your team) spent working to meet the standard requirements?

- <2 hours
- < 3 hours
- 4-8 hours
- 1-2 days
- 2-3 days
- >3 days
- Other



15
Responses

Latest Responses

"the key for us is to set it up in a way that it's easy to maintain and fal...
"most of time spent reviewing carbon e-learning module. and doing i...

9 respondents (60%) answered **time** for this question.



Q9: Have you incurred additional costs (over and above your normal operating costs) in implementing/complying with standard requirements?

12
Responses

Latest Responses

"might be some in soil testing - but you see benefit in it so don't see a..."

4 respondents (33%) answered **soil testing** for this question.



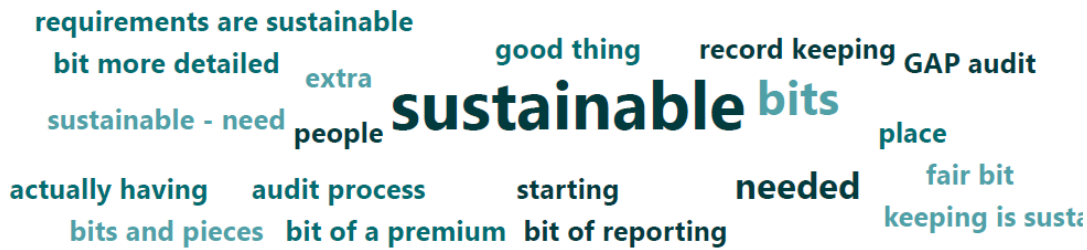
Q10: Are any of the record keeping requirements additional to your current practices? If so, which ones? How much extra time? Is the time commitment manageable/sustainable in the long-term?

16
Responses

Latest Responses

"I think the requirements are sustainable. a bit like the GAP audit. if y...

7 respondents (44%) answered **sustainable** for this question.



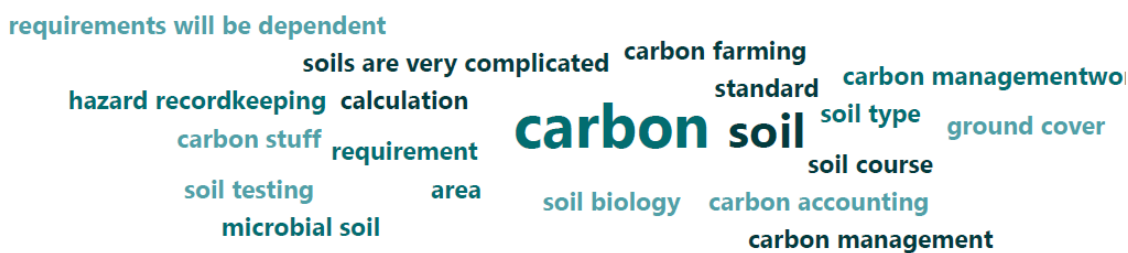
Q11: Were you unfamiliar with any parts of the standard/required practices/measurements? Which ones?

14
Responses

Latest Responses

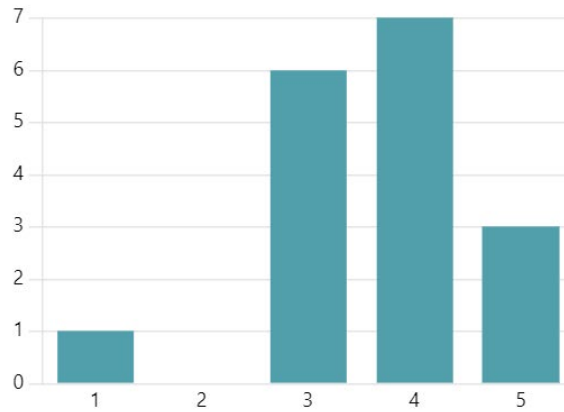
"People/staffing/hazard recordkeeping - i hadn't really given it much t...

5 respondents (36%) answered **carbon** for this question.



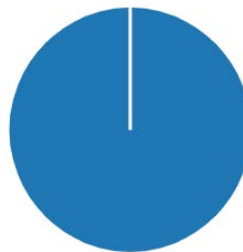
Q12: On a scale of 1-5, how easy was the standard document to follow? With 1 being difficult, and 5 being extremely easy to follow.

3.65
Average Rating



Q13: Did you learn anything new from your participation in the GBSS pilot?

● Yes 17
● No 0



Q14: If you did learn something new, what? And will these lessons be useful to your business in the long-term?

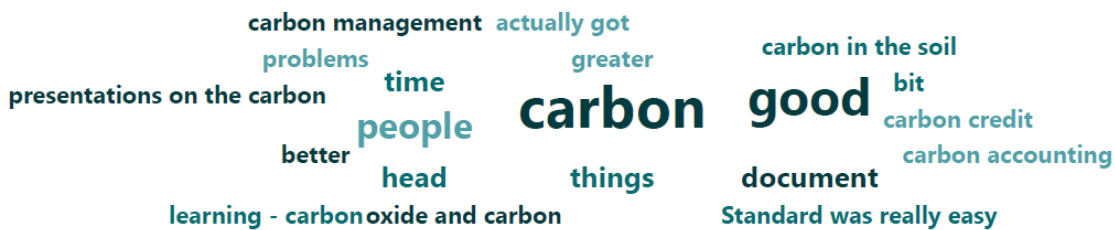
17
Responses

Latest Responses

"I don't remember it being a thorn in my side. "

"Standard - I thought it was pretty easy to follow. I probably had a bit.."

8 respondents (47%) answered **carbon** for this question.



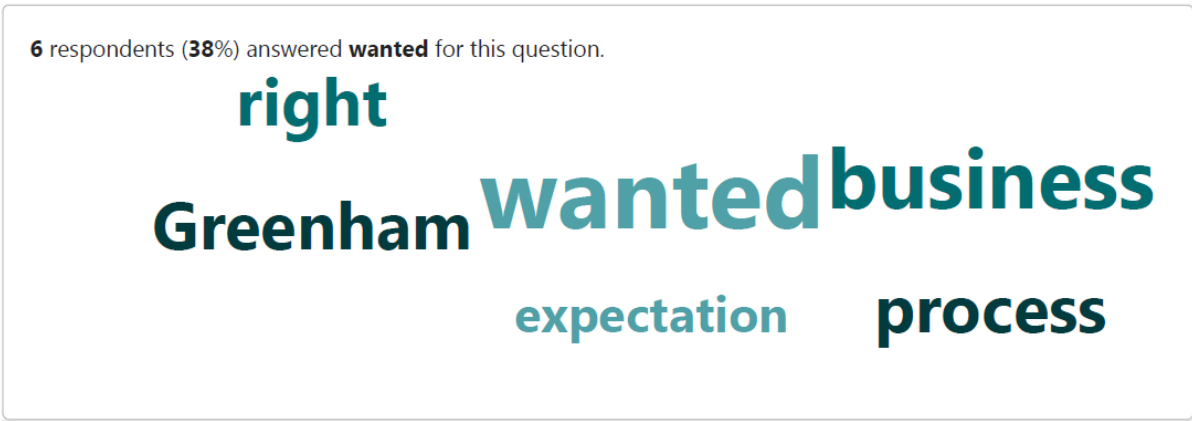
Q15: Were your expectations met going into the pilot?



16 Responses

Latest Responses

"wetlands stuff is done sustainability is not much of a focus for us righ...
 "I've come out with a fair better understanding of the four parts. It's b...



Q16: What are the potential barriers to adoption for producers looking to get involved in the GBSS?

17 Responses

Latest Responses

"Price signals are key. once they know there's a premium there. at the ...
 "For some of the people I know, in my position. Time is the main killer...



Q17: What are the incentives for producers wanting to get involved in the GBSS?

17 Responses

Latest Responses

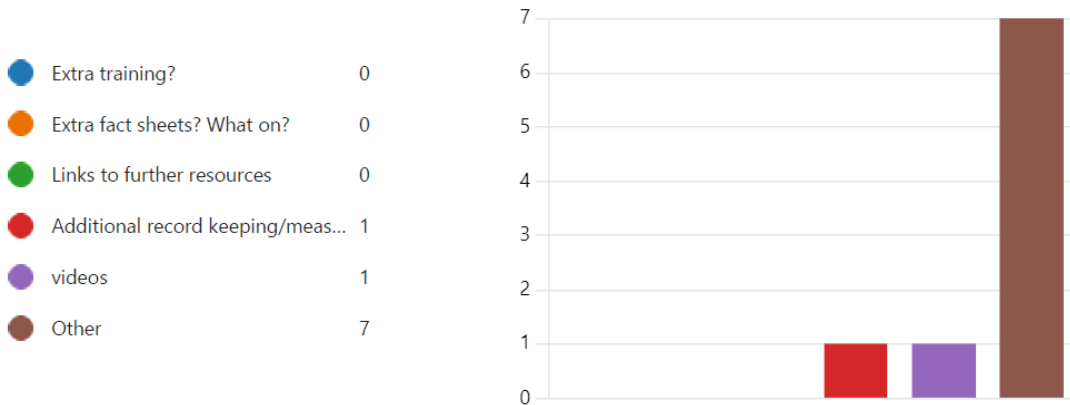
"I think genuinely - people are pretty interested in sustainability and b...
 "Financial premiums The thing too is, most people want to be sustain...

15 respondents (88%) answered **Financial** for this question.

Financial

industry
Financial prem

Q18: How could Greenham better support producers to adopt/comply with the GBSS? (select all that apply)

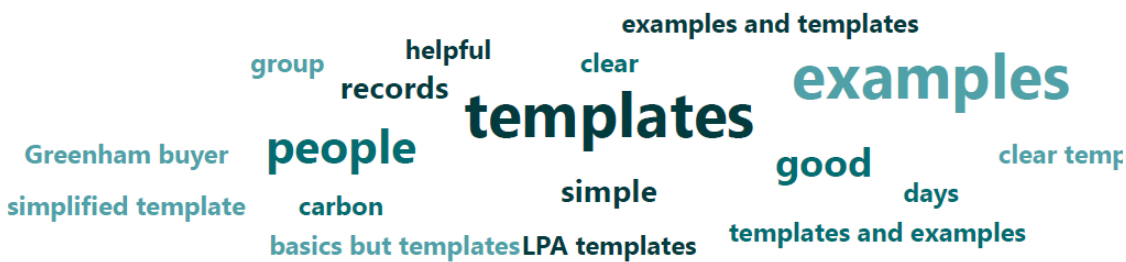


17
Responses

Latest Responses

"farm planning groups will be key. gives you a check list. I would go to..
"simple clear templates and examples for me what was helpful in the i..

8 respondents (47%) answered **templates** for this question.



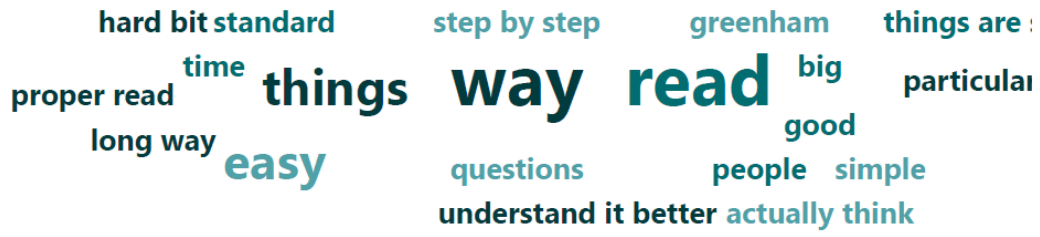
Q19: If you could give some advice to someone just starting to adopt the standard, what would it be?

17
Responses

Latest Responses

"Read it all the way through. Engage a third party to walk through it ...
"I would encourage them to read it and re-read it. every time I read it ...

7 respondents (41%) answered **way** for this question.



7.5 Monitoring and evaluation plan

April 2022

Greenham Beef Sustainability Standard pilot monitoring & evaluation plan

Background

The Greenham Beef Sustainability Standard (GBSS) provides a practical set of key indicators and measure to enhance and showcase the Greenham supply chain's sustainability credentials.

Developed in response to growing market demand for robust and transparent sustainability credentials, the GBSS was created in partnership with Greenham cattle suppliers and customers, and agribusiness consultants, Pinion Advisory. It has also been independently endorsed by Certified Humane®, and leading agriculture and environmental science specialists, Integrity Ag & Environment.

For producers operating in mixed farming systems, the standard only applies to the beef enterprise.

The pilot

Greenham will engage ~20 producers from Greenham's key sourcing regions across southern Australia for a three-month pilot that seeks to gather feedback on the standard's on-farm practicality, value, and efficacy. Pilot producers will have the chance to provide direct feedback on the standard's requirements and indicators.

Pilot objectives

The objectives of the GBSS pilot are to:

1. Trial the rollout of the draft sustainability standard with ~20 pilot farms to ensure it's fit-for-purpose (practical, user-friendly, cost-effective) and provides value to producers in all different regions
2. Gauge the level of effort required to implement on-farm: too onerous could create a barrier to adoption, but too easy could indicate the standard is not meaningful or robust enough
3. Gather feedback that will inform the development and trial of auditing templates and processes
4. Determine likely uptake at the different tiers
5. Determine what materials and training will be required to support producers in onboarding and progressing through the tiers.

M&E plan purpose

The purpose of this monitoring and evaluation plan is to ensure that the pilot project delivers on its objectives, and the sustainability standard and associated processes can be refined prior to rollout across the supply chain.

Evaluation questions

Overall project evaluation

- Is the project delivery tracking to agreed timeframes and within budget?
- Did the project achieve the target level of engagement?
 - At least 20 pilot farms engaged at each stage
 - Average 200 head/week of NEVER EVER cattle processed from pilot farms
- Is the standard fit-for-purpose (practical, user-friendly, cost-effective)?
- Following participation in the GBSS pilot, have producers' awareness, knowledge and understanding of environmental sustainability practices improved?
- Do pilot producers believe that the GBSS has added value to their business? If so, how?
- Has the project met the expectations of participating beef producers? How?

GBSS evaluation

- What supporting materials (audit check lists, record keeping templates, fact sheets and educational resources) will be required to onboard producers across Greenham's broader supply chain?
- Are record keeping requirements manageable for producers?

- What is the on-farm cost to implement the standard? Does it differ by tier?
- What are the barriers to adoption of the GBSS?
- What are the incentives for adoption of the GBSS?
- Have there been any unintended outcomes of the pilot?

Table 1. Monitoring and evaluation plan

Monitoring					Evaluation	
Question	Indicator	Data source/method	Responsibility	Timeframe	Reporting (what & who)	Timeframe
Is the project delivery tracking to agreed timeframes and within budget?	Workplan developed, and regularly referenced and updated	Workplan available online to project team. Key dates shared with project team.	Jess	Project inception and monthly team meetings	Workplan progress at team meetings	Monthly
Did the project achieve the target level of engagement?	20 producers registered for the pilot and completed online self-assessment	Online registrations	Leanne	14-04-2022	Leanne to collate and analyse data	During selection meeting (17-18 March 2022)
	Average 200 head/week of NEVER EVER cattle processed from pilot farms	Salesforce report	Jess	By end of pilot	Jess to create report to review numbers as required	Report created Review at end of pilot
Is the standard fit-for-purpose (practical, user-friendly, cost-effective)?	Pilot producers rate out of 5 for practicality, usability, cost-effectiveness	Participant feedback: interview	Emma	During follow-up meetings	EB to provide data for Pinion to analyse and collate for reporting	
	Pilot producer rate of the difficulty of meeting the requirements for the different tiers. Areas for improvement are identified.	Participant feedback: interview	Emma	During follow-up meetings	EB to provide data for Pinion to analyse and collate for reporting	
	Areas of the standard that were unclear, confusing or difficult to meet are identified	Participant feedback: interview	Emma	During follow-up meetings	EB to provide data for Pinion to analyse and collate for reporting	
Following participation in the GBSS pilot, have producers' awareness, knowledge and understanding of sustainability practices improved?	What percentage of producers increased their awareness and understanding of sustainable practices?	Participant feedback: interview	Emma	During follow-up meetings	EB to provide data for Pinion to analyse and collate for reporting	

	<p>If so, in what areas did they learn something?</p> <p>If not, what could be improved to education outcomes?</p>					
Do pilot producers believe that the GBSS has added value to their business? If so, how?	<p>Rate value to business</p> <p>In what areas has the GBSS added value and how?</p>	Participant feedback: interview	Emma	During follow-up meetings	EB to provide data for Pinion to analyse and collate for reporting	
Has the project met the expectations of participating beef producers? How so?	What do you want to get out of participating in the GBSS pilot?	Participant feedback: onboarding meeting	Leanne/Ashley	Onboarding meeting	Leanne to collate and analyse data	
	What did you get out of participating in the GBSS pilot? Were your initial expectations met?	Participant feedback: interview	Emma	During follow-up meetings	EB to provide data for Pinion to analyse and collate for reporting	
What supporting materials (audit check lists, record keeping templates, fact sheets and educational resources) will be required to onboard producers across Greenham’s broader supply chain?	<p>What areas of the standard/required practices were you unfamiliar with?</p> <p>What resources/materials would help you to better adopt these practices/meet requirements?</p> <p>Was the standard document easy to follow?</p>	Participant feedback: interview	Emma	During follow-up meetings	EB to provide data for Pinion to analyse and collate for reporting	
Are record keeping requirements manageable for producers?	Were any of the record keeping requirements additional to your current practices? If so, which ones?	Participant feedback: interview	Emma	During follow-up meetings	EB to provide data for Pinion to analyse and collate for reporting	

	Was the time commitment manageable?					
What is the on-farm cost to implement the standard? Does it differ by tier?	Was there added cost to meet the GBSS requirements? If so, what and how much?	Participant feedback: interview	Emma	During follow-up meetings	EB to provide data for Pinion to analyse and collate for reporting	
What are the barriers to adoption of the GBSS?	Producers identify any barriers to adoption	Participant feedback: interview	Emma	During follow-up meetings	EB to provide data for Pinion to analyse and collate for reporting	
What are the incentives for adoption of the GBSS?	Producers identify any incentives for adoption	Participant feedback: interview	Emma	During follow-up meetings	EB to provide data for Pinion to analyse and collate for reporting	
Have there been any unintended outcomes of the pilot?	May include partnerships, networks, resources developed, measurable increase in engagement of producers, impacts (positive or negative) on customer relations	Informal feedback from pilot producers, Greenham employees, or customers	Jess/Emma	During project and at end of project	Jess to collate data, analyse and include post project review for Greenham internal team.	

Overview of proposed monitoring and evaluation questions

Onboarding meeting

1. Rate your current understanding of on-farm sustainability practices across the following areas from 1-10; with 1 being poor and 10 being excellent?
 - a. Economic
 - b. Animal welfare
 - c. People
 - d. Environment
2. Rate how sustainable you think your current management practices are across the following areas from 1-10; with 1 being poor and 10 being excellent?
 - a. Economic

- b. Animal welfare
 - c. People
 - d. Environment
3. Why did you volunteer to participate in the GBSS pilot? What are you hoping to get out of the pilot?

Feedback meeting at conclusion of pilot

1. Which tier did you primarily target?
 - a. Tier 1
 - b. Tier 2
 - c. Tier 3
2. Overall, rate the GBSS from 1-10 for the following; with 1 being easy and 10 being very hard?
 - a. Usability
 - b. Practicality
 - c. Cost-effectiveness (to implement)
 - d. Value (delivered back to you)
3. Overall, how difficult was it to meet the requirements of each tier; with 1 being easy and 10 being very hard?
 - a. Tier 1
 - b. Tier 2
 - c. Tier 3
4. Overall, rate the value of the GBSS to your business from 1-10; with 1 being no value and 10 being extremely valuable?
 - a. In what ways/areas has the GBSS added value to your business?
5. What parts/requirements/indicators were difficult to implement/meet? Why?
6. Rate your current understanding of on-farm sustainability practices across the following areas from 1-10; with 1 being poor and 10 being excellent?
 - a. Economic
 - b. Animal welfare
 - c. People
 - d. Environment
7. Rate how sustainable you think your current management practices are across the following areas from 1-10; with 1 being poor and 10 being excellent?
 - a. Economic
 - b. Animal welfare
 - c. People

- d. Environment
8. Since the onboarding meeting, how long have you (or members of your team) spent working to meet the standard requirements?
 - a. <2 hours
 - b. 2-4 hours
 - c. 4-8 hours
 - d. 1-2 days
 - e. 2-3 days
 - f. >3 days
 - g. Other
 9. Have you incurred additional costs (over and above your normal operating costs) in implementing/complying with standard requirements?
 - a. Administration time costs (e.g. meeting record keeping requirements for WH&S/soil testing etc, setting up WH&S processes, etc)
 - b. Analysis/testing costs (e.g. soil testing, ground cover monitoring, etc)
 - c. Paying for expert assistance (e.g. biodiversity, grazing management, etc)
 - d. Training
 - e. Other (please specify)
 10. Were any of the record keeping requirements additional to your current practices?
 - a. If so, which ones?
 - b. How much extra time?
 - c. Is the time commitment manageable/sustainable in the long-term?
 11. On a scale of 1-10, how easy was the standard document to follow? With 1 being difficult, and 10 being extremely easy to follow
 12. Did you learn anything new from your participation in the GBSS pilot?
 - a. If yes, what?
 - b. Will these lessons be beneficial to your business in the long-term?
 13. Were there any areas under the standard you found to be unclear, confusing, or difficult to implement/comply with?
 - a. If yes, which ones? And why?
 14. At the start of the pilot you said your reasons for participating in the GBSS pilot were xyz, on a scale of 1-10 for each, would you say those reasons have been met?
With 1 being not met all and 10 being exceeded expectations
 15. Overall, what are the barriers to another producer wanting to adopt the GBSS?
 16. Overall, what are the incentives for another producer wanting to adopt the GBSS?
 17. Were you unfamiliar with any parts of the standard/required practices/measurements?
 - a. Which ones?
 18. How could Greenham better support producers to adopt/comply with the GBSS? (select all that apply)

- a. Extra training?
 - i. What on?
 - ii. Delivered how (e.g. physical resources/online self-guided/online facilitated/in person one-on-one/ in person group)?
- b. Extra fact sheets? What on?
- c. Links to further resources
- d. Additional record keeping/measurement/surveillance technology
- e. Other

19. If you could give some advice to someone just starting to adopt the standard, what would it be?

