



Sustainable Agriculture Initiative Platform



2015 ANNUAL REPORT

the global food value chain initiative for sustainable agriculture



Ulrike Sapiro
SAI Platform President

FOREWORD

2015 was another transformational year for SAI Platform and this report is a testament to the value SAI Platform aims to bring to its members.

We continued to grow. We had 18 new members including 4 cooperatives, 2 traders and 1 retailer. This unprecedented growth and, even more importantly, the increasing diversity of members to represent the entire agricultural value chain, is a recognition of our work - and a responsibility.

That's why, in 2015, we have put a lot of effort into making SAI Platform even more effective: We refreshed our strategy to be more focused on our members' needs and more clear on our priorities towards achieving our mission. We have also decided to streamline the internal processes and operations of SAI Platform and have brought on board Jane Duncan, our new Operations Manager. We have also made an increased effort to engage with our stakeholders on the Advisory Board and beyond.

The key principle of SAI Platform, however, is collaboration and the Working Groups and Committees are its backbone.

A highlight this year was the massive progress we made on the FSA, supported by our cooperation with IDH and ITC.

The FSA has developed into a useful tool for farmers and companies and the online material will make a real difference to the user experience. Members in supply chains such as sugar beet, rice, beef, oranges, strawberries and potatoes have committed to, or are using, FSA to improve and demonstrate sustainable farming practices.

Members also worked together to generate knowledge, for example through the biodiversity good practices repository, the farmer partnership guide and the report on farm-level water stewardship. In addition, they have improved practices on the ground, for example in strawberry production in Spain, orange growing in Brazil and dairy production in a number of different countries.

Our General Assembly in Brazil in April 2015 was an opportunity for new and established members alike to discuss recent SAI Platform developments and future directions. It brought new insights into farming practices and a new momentum for our working groups and the implementation of the FSA.

I want to thank all of our members who have contributed to and engaged in the work of SAI Platform over the past year for your time and generosity. I also want to recognize that none of this work would have been possible without the energy and passion of our Secretariat.

SAI Platform's Executive Committee (Elected April 2014, with changes approved in April 2015)

President: Ulrike Sapiro
Director Environment and Community
The Coca-Cola Company

Vice-President: Ghislain J. Pelletier
Corporate Vice President Agriculture
McCain Foods Ltd

Treasurer: Adrian Greet
Global Sustainability Program Director
Mars Inc.

Jean-Christophe Laugée
Social Innovation & Ecosystem Fund Operating Director
Danone

Frank van Ooijen
Corporate Director Sustainability & Communications
FrieslandCampina

Nathalie Ritchie
Head of Ethical Sourcing
Mondelez International

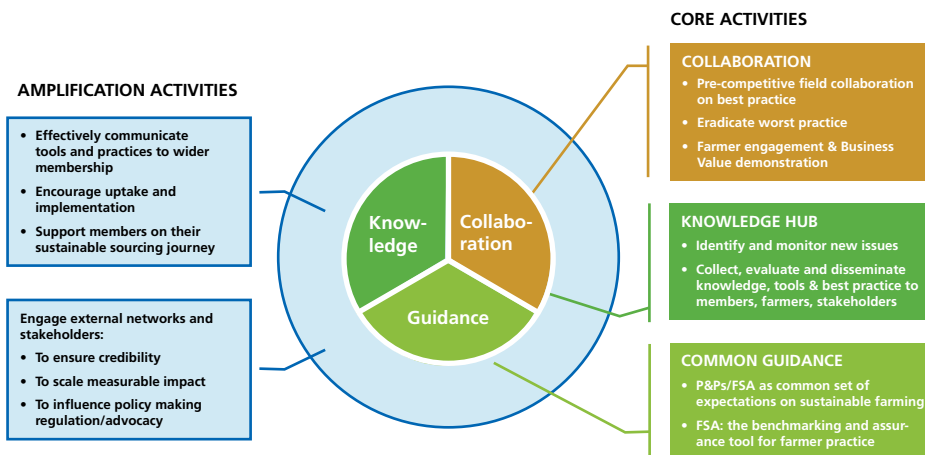
Jan Kees Vis
Global Director Sustainable Sourcing
Development
Unilever

Honorary President: Hans Jöhr
Corporate Head of Agriculture
Nestlé

SAI Platform strategy adapted to better serve needs and priorities

At the end of 2015, following meetings with its Advisory Council and Executive Committee, SAI Platform further refined its ambitious strategy. This confirms a focus on knowledge sharing, guidance and collaboration for

sustainable agriculture and sourcing. The updated strategy also better reflects a focus on local implementation and adds a policy engagement dimension.



Four important decisions on working groups, committees and the way we work

1. The **Fruit WG** will expand its scope to include coffee and nuts, and has been renamed **Fruit and Nuts Working Group**.

2. We have created two new committees: the **Horizon Committee** – to scan new key sustainable agriculture issues and identify ways to address them in the Platform and/or with other organizations, and the **Metrics Committee** – to develop metrics for measuring sustainable farming impacts and build on the Platform's earlier SPA (Sustainability Performance Assessment) work.

3. **We have changed the way we tackle water:** We will continue to support local collaborative water management projects. The Horizon Committee will address new water-related developments as part of its overall remit, and as a result we have discontinued the Water Committee.

4. Acknowledging the need for a longer term approach to our work, we have asked our Committees, Working Groups and Projects to develop **three-year** (rather than one year) **work programs**.



AGRÁRIA is a farmer cooperative based in Paraná, Brazil. The key agricultural materials Agrária produces include malt, wheat flour, corn, soy oil, soy beans, and animal feed.

The cooperative focuses on continuous increase in productivity, farmer compliance, and sustainability data management. Sustainability is now also part of Agrária's strategic plan.

The cooperative has several sustainability initiatives for its members, including, for example, the 'Programa Agrária de Certificação Rural' (PACR) which provides a management framework to assess and improve different areas including environment, health and safety, and farm organization.

Another important initiative is the cooperative's research foundation, which addresses major agronomic issues with a view to generating comprehensive information and specialized technical assistance to farmers on topics such as pesticides, fertilizers, and soil management.



BARRY CALLEBAUT, based in Zurich (Switzerland), is the world's leading manufacturer of high-quality chocolate and cocoa products – from sourcing and processing cocoa beans to producing chocolates, including chocolate fillings, including chocolate fillings and decorations. The Group runs more than 50 production facilities worldwide and employs a global workforce of over 9,300 people.

The Barry Callebaut Group serves the entire food industry, from industrial food manufacturers to artisanal and professional users of chocolate, such as chocolatiers, pastry chefs, bakers, hotels, restaurants or caterers.

Today, the company is moving from producing chocolate made with sustainable cocoa to producing sustainable chocolate overall. In a first step towards this ambitious objective, Barry Callebaut has received RSPO Segregated certification for palm oil. It is now working towards the sustainable supply of other chocolate ingredients such as dairy products, sugar (cane and beet) and others.

The company attaches great importance to the harmonization of sustainability requirements, methodologies, standards and their implementation, and sees an important role for the FSA in rolling out its sustainable sourcing strategy, in assessing and managing sustainability both within the organization and in its supply chain.



CARGILL provides food, agriculture, financial and industrial products and services to the world. Together with farmers, customers, governments and communities, they help people thrive by applying their insights and 150 years of experience. Cargill has 152,000 employees in 67 countries who are committed to feeding the world in a responsible way, reducing environmental impact and improving the communities where they live and work.

The company has a long standing commitment to corporate responsibility. Recognizing the complex social, economic and environmental issues facing our world, Cargill is used to forming partnerships with organizations to provide meaningful impact in the nutrition and health of communities, foster sustainable economic development and promote responsible business practices in supply chains.

Cargill has a corporate team of sustainability practitioners, as well as embedded leads within many of its specific business units.



DIAGEO is a global leader in beverage alcohol with brands across spirits and beer categories. These brands include Johnnie Walker, J&B, Buchanan's, Smirnoff, Baileys and Guinness. Diageo is a global company which products are sold in more than 180 countries around the world.

Diageo's long term business strategy and ambition is to be one of the most trusted and respected consumer goods company in the world. To support and drive this ambition, Diageo has recently announced 2020 sustainability targets – one of which specifically focuses on establishing partnerships with farmers to develop sustainable agricultural supplies of key raw materials. Diageo promotes collaboration to drive sustainable outcomes throughout its value chain. In addition to SAI Platform, Diageo is an active member of other industry organizations such as BIER, AIM-PROGRESS, WBCSD and SEDEX, and has experienced first-hand the intrinsic value of working in collaboration with peers and supply chain partners to drive its sustainability agenda.



DÖHLER is a global producer, marketer and provider of technology-based natural ingredients, ingredient systems and integrated solutions for the food and beverage industry. The company's product portfolio ranges from flavors and natural colors to health & nutrition ingredients, compounds, cereal & malt bases, dairy & soy bases, as well as fruit & vegetable preparations, ingredients, ingredient systems and blends. Headquartered in Darmstadt, Germany, Döhler is a family-owned company founded in 1838, with more than 4,000 employees and active in over 130 countries.

The company understands sustainability to be an opportunity to balance economical, ecological and social issues, in order to achieve and guarantee long-term and lasting success. It concentrates on sustainability efforts at its own plant and manufacturing level, as well as in its full supply chain. Döhler is currently active in a broad range of agricultural based supply chain projects.



EBRO is a multinational food group operating in the rice, pasta and sauce sectors. Based in Spain, it has commercial presence in more than 25 countries in Europe, North America, Asia and Africa. Ebro is a global leader in the rice sector and the second largest pasta manufacturer in the world.

The company is guided by the values of: leadership, transparency, service, honesty, integrity, respect and commitment to its shareholders and the environment. Ebro Foods and its 'Ebro Foundation' work on improving the sustainability in supply chains of its agricultural raw materials, especially rice. Through its subsidiary Herba Ricemills, the company initiated the "Rice crop sustainability program", which has been developed in collaboration with IFAPA, the Andalusian Institute of Agricultural Research and Training. The project aims to acquire scientific expertise on the key parameters of environmental sustainability of the crop and inform the sector with a view to encouraging the application of sustainable agricultural practices.



FIRMENICH was founded in 1895 and is the world's largest privately owned company in the flavors and fragrances business.

Firmenich has established a number of partnerships to promote sustainability in its supply chains, including its active participation in AUN's Fruit Juice CSR Platform.

As part of this, the company partnered with Solidaridad and FrieslandCampina to pilot the Rural Horizons program for citrus farmers in Brazil. Leveraging this experience, in 2015 Firmenich developed a comprehensive program covering the company's entire natural ingredients portfolio.

The company analyzed its 156 supply chains and rated their performance and impacts on 50 criteria, including key sustainability areas such as financial sustainability, impact of climate change and biodiversity loss on crops, impact of farming on ecosystems conservation, and respect for human rights and other social issues in the supply chain. Based on the resulting risk assessment, the company set priorities towards 2020. The company also supports several specific projects in different parts of the world, including sustainable sourcing of patchouli in Indonesia, where Firmenich created a cooperative of 140 members, farmers and distillers, and trained them for improved productivity and cost management.



GLANBIA Ingredients Ireland (GII) is Ireland's leading dairy company, annually processing 1.8 billion litres of milk into a range of ingredients for export to more than 60 countries, and employing 700 people in Ireland. The company supplies international food and nutrition companies – across a range of sectors from branded cheese and butter through to the infant, sports, clinical and affordable nutrition markets.

The company is committed to leading the international field in sustainable dairying. Its ambitious plans for 2020 include further improving on the reductions the company has made in energy usage, waste and emissions, and ensuring 100% of its dairy ingredients are sustainably sourced. Within this program, GII's sustainability team works closely with its farmers, offering support across a vast range of sustainable dairy farming issues from milk quality and animal welfare to soil management and carbon emissions.



KERRY is a leader in providing taste and nutrition solutions to the food, pharma and beverage sector and a prominent supplier of added value brands and customer branded foods to the Irish and UK markets. The company – headquartered in Tralee in Ireland – operates over 125 factories and employs around 24,000 people in serving 140 markets around the world. Kerry purchases and uses a wide range of agricultural raw materials, both directly and indirectly.

As part of its broader sustainability strategy, Kerry has defined 10 important raw material categories for which it has an ambition to ensure up to 100% sustainable sourcing globally by 2020. These categories include dairy, palm oil, cocoa, sugar, fruit, herbs &

spices, and vanilla. For some of the categories, and over the last years, the company has also developed a number of regional activities to accelerate its sustainability targets. These activities are linked to, and aligned with, Kerry's customer sustainability programs. Kerry purchases many of its agricultural raw materials indirectly through processors and seeks to work with these suppliers to develop more sustainable supply chains.

Louis Dreyfus Commodities

LOUIS DREYFUS COMMODITIES is a global merchandizer of commodities and processor of agricultural goods, originating, processing and transporting approximately 80 million tons of commodities around the world annually. The company has a broad portfolio of commodities, including oilseeds, grains, rice, feed, freight, finance, juice, cotton, coffee, sugar, metals, dairy and fertilizers & inputs.

Louis Dreyfus Commodities is committed to a sustainable approach in all business activities. Central to their approach is collaboration with a variety of stakeholders; in this way the company can learn more and faster about what "sustainable" looks like in its varied supply chains. In cotton for example, the company has a target to apply the Better Cotton Initiative standard to increasing volumes of cotton, and also plans to introduce that standard to new territories. At the center of the company's coffee business plan is a commitment to supply more sustainably certified and verified product to customers. In palm oil, Louis Dreyfus Commodities has devised a set of principles, using the Roundtable for Sustainable Palm Oil standard as a basis. In addition, the company is mapping its supplier base to ensure a fully transparent supply chain.

MIGROS

MIGROS (FEDERATION OF MIGROS COOPERATIVES) is number one in the Swiss retail sector and also has an industrial group (M-Industry). A large part of the products sold in the Migros supermarkets are produced by its own companies (M-Industry), one of the biggest own-brand producers in the world. In 2015, M-Industry comprised 24 companies, 19 of which are in Switzerland, and produced more than 20,000 products for Migros supermarkets.

Sustainability issues are important for Migros and form a widely-discussed priority in strategic dialogues with the Migros organizations and their buyers. Migros relies on international standards and has a limited influence on the development of these standards. Migros believes that the existing standards do not sufficiently cover the sustainability hotspots along its supply chain (mostly focusing on either social or ecological issues only) and therefore it is seeking a more holistic approach such as offered by the FSA - with a sound demand (and backing from big companies) on the world market.

MOLKEREI AMMERLAND

MOLKEREI AMMERLAND is a dairy cooperative based in northern Germany with over 2000 associates located within a 80 km radius of the two processing factories. Products include dairy products such as cheese, milk and whey powder, butter and fresh milk.

The cooperative supports sustainable dairy farming, with the quality of milk, animal welfare and animal health being high priorities. Sustainability has always been an integral part of the dairy cooperative's foundation: solidarity and independence, and an association of farmers with smaller farms wanting to realize common ideas and goals. These economic and social sustainability values have been, and will continue to be, about preserving and promoting the farms of Molkerei Ammerland's members. Building on this, the cooperative currently wants to contribute to promote sustainable farming practices with its "Grazing Initiative".

Nordzucker

NORDZUCKER is a large sugar company based in Germany. The company has been producing sugar since 1838, and is now Europe's second largest sugar producer. With five German sugar factories, as well as sugar factories in Denmark, Finland, Lithuania, Poland, Sweden and Slovakia, Nordzucker has a strong position throughout Europe.

Sustainability is the top priority for Nordzucker. Continuing to develop a sustainability value chain together with its suppliers, service providers, employees and customers is vital to the company's business and top of its agenda.

Nordzucker is an active member of SAI Platform's sustainable sugar beet project, working with the Platform on implementing FSA with suppliers.



SODIAAL is the largest French dairy cooperative, as well as a leading European and global dairy cooperative. It collects milk from over 14,000 producers and has well-known brands including Yoplait (fresh products), Candia (liquid milk) and Entremont (cheese). Sodiaal is also present in other businesses such as milk powder for human consumption (also baby food) and animals (UNIVOR).

Sodiaal has been involved in quality schemes at farm level for more than 15 years, through a program called LA ROUTE DU LAIT (the Milk Journey). This program now also includes sustainability aspects, for which Sodiaal implemented a new orientation - focusing on six priorities, three of which relate to sustainable sourcing:

- Improving and increasing the value of milk and dairy products
- Increasing the sustainability of the dairy farming work
- Reducing the environmental footprint of dairy farming



SÜDZUCKER is the world's leading supplier of sugar and sugar products and is well positioned in other sectors, such as frozen pizza, starch and bioethanol.

Sustainability is a key element of Südzucker's core business. As a large-scale processor of agricultural raw materials such as sugar beet, wheat, corn and barley, it is of vital interest for Südzucker to ensure that the raw materials sourced by the company are being grown sustainably. This guarantees their availability now and in the decades to come. Südzucker implements the principles of sustainability through a comprehensive management system, which comprises environmental protection, product safety and occupational safety. For sustainable beet growing, major successes have been achieved in a long standing cooperation between Südzucker and the beet growers.



TEREOS is a cooperative sugar group, which processes agricultural raw materials into sugar, alcohol and starch. The cooperative processes sugar beet, sugar cane, potatoes, cassava and cereals from more than 1 million hectares and has a direct relationship with 18,000 farmers for its agricultural raw material supplies.

Tereos has integrated corporate social responsibility into its overall strategy, using it to add to the company's economic activity, in line with a shared goal: contributing towards the company's performance over the long term and setting out its role as a responsible operator. Tereos has defined five major challenge areas for its CSR: sustainable agriculture, positive logistics and industry, product guarantees, local development and health & nutrition. They address Tereos' environmental and societal footprint throughout its value chain, from the production of agricultural materials to their industrial processing and end consumption.



TILDA was the first company to bring Basmati to the Western World over 40 years ago and has become an international food brand selling in over 50 countries. The company started its business selling Basmati to the Asian community who immigrated to the UK in the late sixties and early seventies. It was bought two years ago by US natural and organic food group Hain Celestial.

Tilda recognizes that its activity, like any human activity, has an impact on the planet. The company is therefore committed to maximizing the economic and social benefits of its business activities – for example through its fair play policy for farmers – and minimizing the environmental impacts wherever it can.



TRANSA is a Spanish company producing tomato paste and tomato powder globally. Founded in 1965, Transa is a leader in Spanish tomato exporting from its main facility in Villanueva de la Serena, in the South West of Spain. Furthermore, Transa also manages its Portuguese branch, Tomatagro, based in the Ribatejo province in Portugal. Transa's products are used for sauces, soups, ketchup, snacks, seasoning, and as ingredients in health foods. Transa is not just a processor – it also manages/farms its own crops.

The company's link to sustainability is thus direct: it continuously tries to keep a balance between the quality of the tomatoes while at the same time securing the long-term sustainability of farming and industry activities. All of the company's key departments are involved in sustainability efforts, from the agricultural department, to production, quality, sales and technical groups. The company also pursues a sustainability goal by working with its suppliers, and it measures their sustainability on nine key performance indicators: soil conservation, fertilization management, pest control, biodiversity empowerment, value chain, energy efficiency, water consumption, human capital and local economy. The overall goal is to achieve a fully sustainable supply within five years.

A 'taste' from SAI Platform's April 2015 General Assembly events in Campinas, Brazil

Our 2015 General Assembly (GA) events took place in Brazil, as one of the major food producing and consuming countries, offering a wide variety of farming models and a broad range of agricultural activities from which to learn.

Seminar on promoting farmer partnerships

Nearly 60 people from the food and beverage industry, NGOs and academia met to discuss the hurdles and drivers for farmers' adoption of sustainable practices, and to identify concrete solutions to achieve positive change for different farm types and sizes. The event offered an exciting menu of interactive meetings, insightful field trips, and engaging networking and training events.

Farm visits

During three farm visits in different areas around Campinas - focusing on fruit and sugar cane; beef and dairy; and arable & vegetable crops respectively - we heard directly

from farmers and extension officers about their challenges in achieving sustainable agriculture. Participants saw different farm sizes and practices, including not only good practice but also areas where farmers are struggling. Their feedback was that lessons learned were not necessarily commodity or region-specific. Even companies that are not sourcing from Brazil brought back solutions applicable to their value chains.

In recent years, food and drink value chain companies have set ambitious targets for buying agricultural ingredients from sustainable sources. To meet these commitments, companies and others alike need to work with farmers to promote sustainable agriculture.

Successfully developing farmer partnerships including all relevant participants is essential for scaling up sustainable agriculture practices worldwide. Yet, while countless good practices already exist, it presents a real challenge for all involved.



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It is hard for farmers to accept that someone else tells them how they can improve things. Our experience is that change is possible but it goes slowly, step by step, gaining their trust. Show successful results. Education is important, but must be brought in the right manner by the right person.

Edward Helmond, Project Manager, Nedcoffee (Malaysia)

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Launching a new Farmer Partnership Guide

To help address this, at the seminar, SAI Platform launched a new Farmer Partnership Guide, a hands-on resource including know-how and practices gathered from hundreds of experts worldwide. To collect the necessary knowledge and the 71 cases included in the guide, SAI Platform interviewed farmers and extension officers around the world, and examined hundreds of expert publications globally from research and academia, extension services, farmer groups, development organizations, NGOs and industry.

SAI Platform's work in the area is considered crucial by everyone, and following the guide's publication, we launched the "FSA Enablers Committee" to provide further support to member companies wanting to implement sustainable practices throughout their supply chains. The group aims to develop recommendations and supporting tools for companies to engage and help their suppliers implement FSA, as well as to facilitate sustainable farming and FSA adoption among small and large producers alike.

“

This is a very good guide helping to address barriers to and opportunities for successful partnering. There is no doubt this guide meets a real need.

Kristin Davis, Executive Secretary, Global Forum for Rural Advisory Services (GFRAS)

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Visiting farmers during SAI Platform's Promoting Farmer Partnerships Workshop, Brazil, 28 April 2015

Working group and committee updates



Arable & Vegetable Working Group

In 2015, the Arable & Vegetable WG focused its activities in several areas:

- Implementing FSA in many supply chains globally;
- Completing the review the Arable & Vegetable Principles and Practices social criteria;
- Expanding the sustainable rice sub group (see under Rice Project Group) and the European sugar beet project (see under Sugar Beet project);
- Hosting a sustainable sourcing workshop with Canadian organizations, held in Toronto, Canada.

The Working Group held its annual field trip and meeting in Poland, hosted by Farm Frites Poland. The group was shown techniques used by farmers to become more sustainable, as well as some of the challenges they face, such as crop destruction by wild boar. The group learned of the ASAP Programme, started up by Grupa Żywiec (Heineken), Procam, Bayer SC, and Farm Frites, to implement practical sustainable farming practices and tools such as FSA.

Active members: AB InBev, Agrana, AgrarFrost, Agrifirm, Agroalimentare Sud, Agrotterra, Ahold, Barry Callebaut, Boortmalt, C. Thywissen, Cargill, CIO Parma, Coca-Cola, Cooperativa Agrária, Diageo, Döhler, Farm Frites, FrieslandCampina, General Mills, Heineken, Holland Malt, Ingredion, Kellogg, Lamb Weston, Land O'Lakes, Mars, McCain Foods, McDonald's, Migros, Mondelēz International, Muntons, Nestlé, Nordzucker, PepsiCo, Royal Cosun, SAB Miller, SVZ, Tereos, Tilda, Unilever, Walter Rau, Yakima Chief

Affiliate Members: Grain Farmers Ontario, Netafim, Pulse Canada

Chair: Nigel Davies, Muntons



Nigel Davies
Muntons



Sustainable Sugar Beet Project

The European Sugar Beet Project has been running since 2013, when the sugar processors were key in the review and piloting of FSA 1.0 in 2014, the sugar processors began implementing FSA 2.0 in the beet sugar supply chain in Europe. Throughout 2015 the sugar processors have increased the number of farmers and countries involved in the project. The FSA is being implemented as a benchmark tool (comparing existing standards to the FSA) as well as a self-assessment and verification tool with farmers in most countries in Europe.

The objective of this project is to use FSA as the reference for sustainable agriculture for sugar beet in Europe, to harmonize assessments, streamline requirements in the supply chain and provide clear communication on sustainability in the industry.



Sustainable Rice Project

The sustainable rice project Group was created by six members (Herba, Kellogg, Mars, Unilever, Nestlé and Migros) to explore the definition and potential of 'sustainable rice'. The group decided to initiate local projects based on assessments via the FSA (Spain and Italy) and the Sustainable Rice Platform tool (India, Pakistan). In Italy, this approach has led to the establishment of a joint training program for rice growers, aiming to improve the critical issues identified by the FSA.



Beef Working Group

The focus for the Beef Working Group throughout 2015 has been the development of the European Beef FSA. This FSA module is different from others in that it is developed for European production systems only and works at the level above the farm, through existing assurance or other supplier schemes. This approach is in line with the Global Roundtable for Sustainable Beef (GRSB) model which encourages regional activity to operate under the global umbrella. The Beef Working Group is an active member of GRSB and during 2015 entered into discussions with this organization regarding the opportunity to provide the EU Roundtable resource.

The European Beef FSA was completed in late 2015. After a consultation process early 2016, the group's focus will turn to a successful launch and implementation.

The Beef Working Group also collaborated with the SAI Dairy Working Group in working with academics from INRA, Teagasc and AFBI, to develop a sequestration factsheet for our members to use with their supplying farmers.

The factsheet – planned to be published in 2016 - is a high level appreciation of the practices that support improved soil quality (and as a consequence – sequestration potential) in grassland - based livestock production systems.

During 2015 we were sad to lose Keith Kenny of McDonald's, who was the group's Chair since its inception. Keith did a fantastic job in getting the Beef Working Group to where it is today, and apart from thanking him for his dedication and drive we wish him well in his new position. Capably taking Keith's place is Jim O'Toole of Bord Bia.

Active members: ABP, Agrifirm, Agrotterra, Ahold, Dawn Meats, Inalca, McDonald's Europe, Moy Park, Nestlé, OSI Food Solutions UK, Unilever, Vion Food Group.

Affiliate members: Bord Bia, Quality Meat Scotland, Livestock and Meat Commission for Northern Ireland, and Beef and Lamb New Zealand.

Chair: Jim O'Toole, Bord Bia



Jim O'Toole
Bord Bia

10 Working group and committee updates



Biodiversity & Ecosystem Services Committee

The work of the Biodiversity and Ecosystem Services Committee encouraged its members to share their case studies to engage farmers in positive biodiversity action.

In a workshop and accompanying field visit in Murcia, Spain, members discussed these experiences. A number of SAI Platform members have already begun to integrate biodiversity and eco system measures into their global supply chains. As an example of 'what works' they felt that engagement via 'Biodiversity Action Plans' can be particularly motivating.

After the Murcia meeting, SAI Platform collected case studies from members to illustrate the broad range of benefits of focusing on biodiversity and eco systems, to provide some practical guidance on how to integrate measures at farm level and to engage successfully with farmers. The resulting rich diversity of approaches col-

lected during 2015 including links to other relevant knowledge sources is captured on the members' zone on SAI Platform's website.

Active Members: Agrana, Agrifirm, Ahold, Cargill, Diageo, Fonterra, Heineken, Ingredion, Kerry, McCain, McDonald's, PepsiCo, SAB Miller, Sodiala, Unilever

Affiliate Members: Dairy Australia, Netafim

Manager: Peter Erik Ywema, SAI Platform



Peter -Erik Ywema
SAI Platform



Coffee Working Group

2015 was the last year of the group's 13 years' work. Its final initiative was an excellent workshop in December on possible collaboration towards the development of joint data sets for footprint methodologies.

The group has contributed greatly to driving sustainability in coffee production. It helped drive the implementation of sustainability standards and was instrumental in setting up the Common Code for the Coffee Community (4C) as well as the EU's coffee Product Category Rule (PCR) and Product Environment Footprint (PEF). With so many other coffee supply chain initiatives already in place, it was felt that there is no longer a need

for SAI Platform to continue with a dedicated Coffee Working Group. Any relevant coffee production issues will from now on be dealt with by the new Working Group Fruit and Nuts.

We would like to thank all members of the group, and particularly Fabien Guilmineau, its Chair, for their numerous, valuable and insightful contributions.

Active Members: Ahold, De Master Blenders, Illy, Kerry Group, Mondelēz, Tchibo, Nedcoffee, Nestlé

Chair: Fabien Guilmineau, Mondelēz International



Fabien Guilmineau
Mondelēz International



Dairy Working Group

The launch of the updated Principles and Practices (P&Ps) was a key deliverable in 2015. The revised P&Ps not only reflect the progress made by the sector since 2009, but also ensure total alignment with the Criteria of the Dairy Sustainability Framework (DSF).

In addition, the group's members delivered 5 pilots to implement the DSF. The purpose of these pilots is to share experiences with new members of the Framework on how best to get started and establish the required management and reporting structures. The outcomes are now being 'packaged' into existing resources for new DSF members to consider for their own unique situation.

The SAI Platform involvement in the Dairy Sustainability Framework (DSF) does not stop here. Peter-Erik Ywema (General Manager) reinforces the Platform's leadership role as a Governor of the Global Dairy Agenda for Action (GDAA), the Governing body for the DSF. Peter-Erik plays a vital role in Governors' discussions related to sustainable agriculture, ensuring the Framework evolves in a way that promotes positive and demonstrable change.

Recognizing its global reach, in September the group held a two-day meeting in NY State hosted by Cayuga Marketing. Some 15 members of the Working Group enjoyed a combination of farm and processing plant visits and of course a group meeting. Our thanks to the Cayuga team and especially Doug Young for their hospitality.

We would like to thank Beth Sauerhaft (PepsiCo) for her excellent chairing of the group over 2015 and we wish her well in her new endeavors outside the company.

Active members: Agrifirm, Ahold, Arla Foods, Barry Callebaut, Cayuga Marketing, Danone, Fonterra, FrieslandCampina, General Mills, Glanbia, Kerry Group, Land O'Lakes, Mars, McDonald's, Migros, Molkerei Ammerland, Mondelez International, Nestlé, Pesico, Sodial, Unilever

Affiliate Members: Bord Bia, Dairy Australia, DeLaval, IDF, Innovation Centre for US Dairy, Lely, Netafim

Chair: Robert Erhard, Nestlé



Robert Erhard
Nestlé



Visiting farm and processing plants in NY State



Joint Dairy and Beef Activities

Sustainable Feed Workshop

In December, the Dairy and Beef Working Groups collaborated to organize a workshop on how to define Sustainable Feed. 40 SAI Platform member participants listened to academics, feed suppliers, trade associations, NGOs and most importantly farmers. All participants set the scene for a dynamic discussion and debate. The workshop highlighted just how many components need to be considered. As a next step, SAI Platform will develop a discussion paper on this topic which it will share amongst a broad range of stakeholders. The objective is to obtain as broad a perspective as possible before deciding on the next steps.



Caroline Sikkink (Cargill) talking about different customer requirements



UK based farmer David Homer bringing the farming perspective to the table

12 Working group and committee updates



Fruit & Nuts Working Group

The group has focused on two key projects this year, namely, the Brazil Orange Project and the Doñana Strawberry Project. It has also supported IDH with the creation of a processed fruit and vegetable covenant. The end goal of the projects and this covenant is to support farmers in becoming more environmentally sustainable and more socio-economically viable in the long-term.

The group held its annual meeting and field trip in Brazil, ahead of SAI Platform's Seminar and General Assembly. Members visited various farms, from guava to oranges to sugar cane. Many of the companies in the group are active in the implementation of the Farm Sustainability Assessment with their suppliers and farmers.

The group is now expanding its scope to include coffee and nuts, and has been renamed Fruit and Nuts Working Group, responding to members' needs, and in the absence of other initiatives addressing sustainability in nut production. The group welcomed three new members; Ahold, Döhler and Firmenich.

Active members: Agrana, Ahold, Coca-Cola, Danone, Döhler, Firmenich, FrieslandCampina, Heineken, Hero Group, PepsiCo, SVZ, Unilever, Yakima Chief

Affiliate Members: Netafim

Co-chairs: Piet Haasen, FrieslandCampina and Rozanne Davis, innocent



Rozanne Davis
innocent



Piet Haasen
FrieslandCampina



Brazil Orange Project

In 2013, FrieslandCampina and NGO Solidaridad conducted a sustainability scoping exercise in the Brazilian orange sector. This highlighted opportunities to work collaboratively with supply chain players on issues such as seasonal workforce, working conditions, and family farms. To address these opportunities and to ensure an industry-wide approach, the two organizations launched a pilot project and invited other project members, including Citri (an orange farmer cooperative), Firmenich, SAI Platform and the Fruit Juice CSR Platform.

In the project's first phase, its members developed a hybrid sustainability self-assessment and continuous improvement tool for small-holder orange growers in Brazil. This tool helps to drive sustainable agriculture standards and is based on Solidaridad's Rural Horizon tool and SAI Platform's FSA.

The tool has been piloted by 13 farmers and based on their feedback, further improved.

In the project's second phase, which started in 2015, all Citri farmers completed the self-assessment. They are currently participating in training to address identified gaps and needs in order to bring them to SAI Platform's FSA Bronze level. The project will also produce a checklist module tailored to larger farmers' needs, to provide them with a gap analysis.

Project members are now working with CitrusBR and its membership to expand the project to include additional cooperatives in Brazil's São Paulo state.

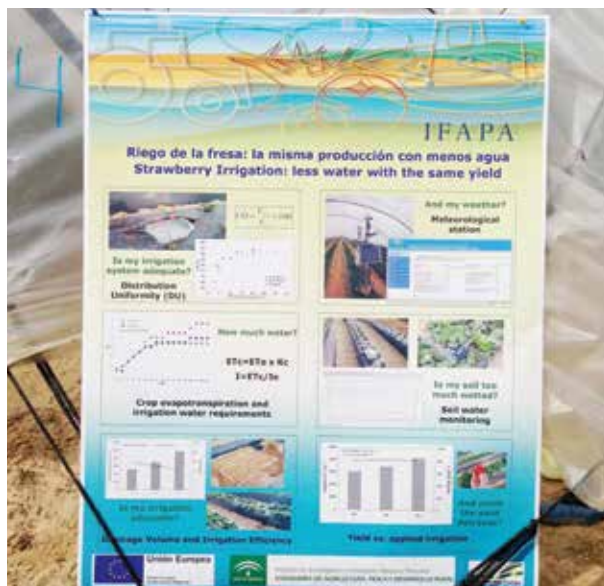




The Doñana Strawberry and Sustainable Water Management Group

During 2015, the group – a SAI Platform convened multi-stakeholder consortium of retailers and food & drink companies, NGO's and international organizations launched in 2014 - made progress on addressing the complex challenges in the region. These include a growing strawberry production industry with the resulting increased pressure on water resources in the protected Doñana wetland. This is exacerbated by an unclear legal framework for water and land use.

In 2015, the group met twice in Sevilla with key stakeholders to stress the importance of strong enforcement of the 2015 Land Use Plan and to discuss progress in our three complementary priority work streams.



1. **Stakeholder engagement and knowledge building**, which aims at updating the group on relevant developments and maintaining a dialogue with local authorities for land and water use. We also recruited a local manager to ensure a continuous exchange and work with relevant authorities, farmer organizations, research institutes and other local stakeholders.
2. **Pre-scanning and auditing of suppliers**, focusing on engagement throughout the supply chain to stimulate sustainable water management practices, and application of land use and water laws. As a first step, the group developed a tool called "PoPaRe" allowing buyers to obtain a picture of the extent to which supplying farmers meet water and land use regulations - as a basis for engagement on improvement..
3. **Farmer engagement and training on good water saving practices**: this work stream is about engaging with farmers to start working on water improvement measures supported by training programs including online tutorials, farmer field visits and on-farm advice.

14 Working group and committee updates



Water Committee

The Water Committee was established by SAI Platform eight years ago, as an engine to promote water stewardship within the overall sustainable agriculture framework.

The committee has achieved a great deal over this time. There was increased learning among peers in committee meetings and this was enhanced by an excellent two-day seminar on water management attended by over 60 people in Spain in April 2014.

The committee also issued numerous outstanding materials to enable members to implement sustainable water management strategies, including principles & practices and watershed reports (see box) which are all now freely available on our website. In addition, it has also helped launch a number of promising projects on the ground, bringing together diverse companies and organizations to promote good water management at farm level in a number of different regions: Doñana in Spain; California in the USA; Mexico and more.

At the end of 2015, the Committee issued a new publication “Water Stewardship in Sustainable Agriculture – Farm and Catchment Level Assessment” providing practical guidance on the steps required for farm level water stewardship in a catchment context - thereby complementing a previous publication “Water Stewardship in Sustainable Agriculture – Beyond the Farm Towards a Catchment Approach”.

It aims at empowering and enabling key decision makers to:

- understand the scope and steps involved in farm level water stewardship.
- understand where specialist experts are required.
- make the right practical and investment choices.
- be better equipped and informed for communications and reporting on water related issues.

It addresses the three practical key steps on the road to farm level water stewardship:

1. Developing Knowledge: a prerequisite to reliable risk assessment.
2. Identifying Risks at two levels: (i) risks to the farm, and (ii) risks from the farm to others and the natural environment.
3. Taking Action: to address and mitigate risks.



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Our two watershed reports provide even non-experts with a good understanding of the water challenge. Water management is a key issue for all food chain stakeholders wanting to ensure the sustainability of their business. We increasingly see water-stressed regions around the world struggling to meet demand for agricultural produce. This report provides a much-needed resource to guide decision-making for on-farm actions, as part of watershed approaches.

Peter-Erik Ywema, SAI Platform

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At the end of the year, we re-evaluated the Platform’s overall water work and identified a need for re-designing our approach to water. As a result we have decided to discontinue the Water Committee and deal with water in our new Horizon committee. We will also continue local collaboration projects on water.

We would like to thank all members of the committee, and particularly Carlo Galli, its Chair, for their numerous, valuable and insightful contributions during the Committee’s tenure.

Active Members: AB InBev, Agrana, Agroalimentare Sud, Ahold, Bacardi, Cargill, Coca-Cola, Cooperativa Agrária, Diageo, Fonterra, General Mills, Heineken, Hero, Holland Malt, Ingredion, Kerry Group, Lamb Weston, Land O’Lakes, McCain, Mondelēz, Nestlé, PepsiCo, SAB Miller, Sodiaal, SVZ.

Affiliate Members: Lely

Chair: Carlo Galli, Nestlé



Carlo Galli
Nestlé



16 The Farm Sustainability Assessment

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The FSA is designed to build on existing standards - whilst raising the bar towards company sustainability expectations - and it allows farmers to demonstrate their performance not only to one customer, but to many leading food & beverage companies. Especially for farmers growing rotational crops, this is an important advantage.

Ulrike Sapiro, Coca Cola

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Scaling and accelerating a transition to sustainable agriculture

The transformation that the food and drink industry has gone through to arrive at its current status is a significant achievement. To put aside competitive interest and unite behind a shared set of ideals takes a great deal of determination and leadership. Whereas competitive approaches have delivered a patchwork of isolated sustainability projects, a new paradigm for sustainable sourcing is now becoming the mainstream. With the FSA, SAI Platform seeks to continue driving this trend.

Good progress for FSA in 2015

The FSA program consists of implementation projects as well as committees to develop supporting tools for member companies. During 2015, the FSA has developed into a useful tool for farmers and companies globally. The FSA is now used globally in at least 24 countries and is available in 15 languages. In supply chains such as sugar beet, rice, beef, oranges, hops, strawberries and potatoes, key players have already committed to, or are using, the FSA to assess, improve and communicate sustainable farming practices.

The current scope covers crops, including arable (oilseeds, grains etc.), vegetable and fruit as a global tool, and for beef production in Europe as a benchmark tool.

The FSA Committees, chaired by Jan Kees Vis (Unilever), supported members' projects in implementing the FSA in their supply chains in a number of different

ways, from benchmarking existing standards (to see how they compare to the FSA) to using it as a self-assessment and verification tool where no standard exists for those supply chains. The FSA Committees include Governance, Verification & Integrity, Benchmarking, Enablers, Communication & Credibility, and Beef FSA.

Their activities include creating audit documents to support verification efforts when they are required, and expanding an online tool. Many of these will be available in 2016. SAI Platform also developed a new, dedicated FSA webpage which addresses questions such as "What is FSA, what are its benefits, and how to use it?". It also contains other communications materials to promote implementation of FSA.

Over 30 schemes benchmarked against the FSA

In 2015, we benchmarked more than 40 third party standards, company codes, and legislative schemes around the world, with many more in progress and planned. We have received positive feedback from many of these schemes, including that FSA provides a 'clearing house' and 'one stop shop' for existing schemes, thereby increasing visibility, transparency and market recognition for farmers using these schemes. We will continuously check within our membership to capture any benchmarks we have missed and to align our priorities.



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We use FSA in a number of different ways, ranging from assessing sustainable agriculture practices across our different supply chains, starting a discussion on this with our suppliers, to identifying areas of improvement and action. We also use it to support our customers with their sustainable sourcing programs.

Jobien Laurijssen, SVZ

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This assessment allowed me to better understand what is at stake when it comes to sustainable agriculture.

Rodolphe Couturier, farmer in M  rouville and associate in the sugar beet cooperative of Artenay (France)

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Building an online IT system for FSA to really add benefits to its users at scale, we need a way to report, share and aggregate information easily and securely. To make that happen we have partnered with ITC, who have been making strong and rapid progress building an online IT system for the FSA. It will allow farmers to easily answer the FSA, pre-filling questions according to any benchmarked standards they use. They will also be able to share the outcome with multiple buyers in one easy and secure step, and track progress over time. Equally ‘buyers from farmers’ will be able to group farmers into management systems and submit aggregated reports up the chain. The first release of the tool is available for our membership and further development will be ongoing during 2016.

FSA External Stakeholder Engagement

In the fall of 2015 we met with around 30 external stakeholders including NGO’s, standard and sustainability organizations, and academia during the world EXPO in Milan. During this workshop, we introduced and discussed the FSA and its objectives, benefits, multiple uses, implementation with farmers and upscaling. To make the FSA a truly effective and impactful program that is easy to implement, close collaboration and open dialogue with organizations who share the same goals is of crucial importance. Participants’ questions and comments are already helping us to identify opportunities for collaborations leading to greater scaling, and for improvement areas. We are looking forward to continuing our constructive dialogue. The FSA revision process for crops scheduled for 2016 will include a public consultation round to which we are inviting all our key stakeholders to contribute.



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This tool enables me to bring out not only the measures that I take at my farm to meet requirements in French and EU legislation, but also other actions that I had already put in place at my farm.

Thierry Ducroquet, farmer in Aubrometz and member of the cooperative of Boiry (France)

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SAI Platform membership survey: 76% of our members have a sustainable sourcing strategy for agricultural raw materials

In 2015, SAI Platform conducted the first annual membership survey on sustainable sourcing objectives, needs, practices and progress. Around 70% of our members responded to the survey, resulting in an excellent, high-level picture on the sustainable sourcing journey of our members in 2014. It also helped SAI Platform identify how best to continuously support members on improving, implementing and scaling their practices, and gain specific insights on the use of SAI Platform's tools, including specifically the FSA.

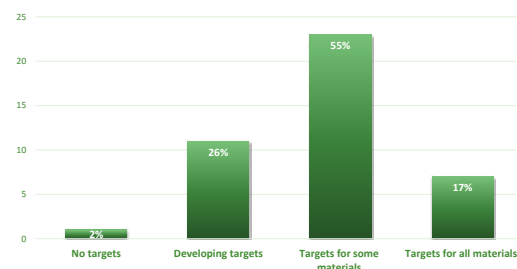
A few key insights included:

- 76% have a regional or global strategy for sustainable sourcing of agricultural raw materials, while almost all others are developing one.
- 62% of our responding members have specific targets for some or all of their agricultural raw materials, and 33% are developing targets. Among those with targets, almost 75% have made these public.
- Sustainable strategies and targets vary greatly, reflecting the diversity in SAI Platform's membership in terms of agricultural materials, sourcing regions, priorities, and business realities.

The survey also looked into implementation of sustainable sourcing, showing that, for example, over one third of our members currently use FSA in one or a number of different ways, including as a benchmark against existing standards and legislation, an internal sustainable sourcing reference, and for self-assessment by farmers. 38% of the non-users plan to start using FSA in the next two years.

Another insight from the survey was that members expect SAI Platform to increasingly focus on connecting and collaborating with farmers – which is what we are doing, through continued sharing and promoting of best practices in local or regional implementation projects, such as sustainable water management for strawberries in the Doñana region in Spain, oranges in Brazil, sugar beet in Europe, and for dairy in a number of different countries globally.

98% has, or is developing, sustainable sourcing targets for some or all of their agricultural raw materials



Results for 2015 show an increase in members having or developing targets.

SAI Platform Collaboration Map – to facilitate partnering among members

In 2015, SAI Platform launched a new tool to enable members to start joint improvement projects in sourcing regions where they want to make a difference in sustainable agriculture practices. To date, SAI Platform's Secretariat has made many connections between members and their sourcing regions. This has led to member projects such as the Rice Project targeting various countries and the Doñana watershed project focusing on strawberry production in Spain.

Now members can also find their own partners - with or without SAI Platform's involvement. Considering that our members highlight pre-competitive local collaboration towards implementation of sustainable

agriculture practices as imperative for meeting their sourcing goals, we strongly encourage members to check out the map, and put a spade in the ground.



SAI Platform and the new Sustainable Development Goals

In September 2015, world leaders adopted the Sustainable Development Goals (SDGs) - a new universal set of 17 goals to end poverty, fight inequality and injustice, and tackle climate change by 2030.

SAI Platform is strongly committed to contributing to the implementation of the SDGs by helping food and beverage companies to promote sustainable agriculture.

We thereby attach great value to an integrated, inter-connected partnership approach to the SDGs. We issued a brief overview of how SAI Platform contributes to achieving the SDGs through its activities.



Meeting with SAI Platform's Advisory Committee (ADCO)

SAI Platform's EXCO and Secretariat met with the members of the ADCO on 15 October during the EXPO in Milan. The meeting resulted in thoughtful insights and recommendations – some of which led to adaptations of our strategy and concrete actions.

Some of our advisors' recommendations included:

- Remain flexible, ambitious and at the forefront of the Sustainable Agriculture debate, with a suggestion to consider key issues such as water stewardship, deforestation, SDGs, living wages, gender, and climate smart agriculture (CSA). The newly-established Horizon Committee is one way to meet this goal.
- Engage in advocacy as a necessary dimension of its work, by finding the right partners and channels, including, for example, farmer organizations.
- Focus more on 'result based reporting', to demonstrate the impact of our work. This can be done for example, through SPA and metrics work, and the annual SAI Platform membership survey.
- Regarding collaborative projects, focus more on scale.
- In order to increase scale and speed of implementation, work on business case for our activities and by encouraging the participation of different parts of the value chain.

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We need a transformation of the business models that today are failing farmers - keeping millions of farmers poor, and sharing with them too little of the profits and value in the food system. Sustainable agriculture cannot be just about improved practices, but a transformation of business models so that farmers obtain greater power and share of value.

Erinch Sahan, Global Adviser on Business and Markets, Oxfam GB, and member of SAI Platform's Advisory Council



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20 Partnering with other organizations for sustainable agriculture

In 2015 we have actively collaborated with a number of organizations to exchange knowledge and good practice and specifically to achieve our goals of accelerating and upscaling sustainable agriculture.

The International Trade Center (ITC) deserves special mention for its role in the development of an automated online supply management system for members to easily implement the FSA.

Other organizations we have partnered with include AIM Progress, IDH, Field to Market, GlobalGAP, Global Dairy Sustainability Platform, the Sustainable Food Lab and Cool Farm Alliance, The Sustainability Consortium, the Global Forum for Innovations in Agriculture (GFIA) and UN Global Compact.



Good progress on turning the Declaration of Abu Dhabi into reality

The Declaration of Abu Dhabi (DecAD), launched in 2014 by SAI Platform, Global GAP and International Trade Center, aims at developing and adopting a common set of good agricultural practices as well as creating transparency in food supply chains.

Since, we have worked on turning the Declaration's commitments - which 50 organizations have signed up to already - into reality. We have made good progress, in particular on a smart new functionality in ITC's online standards map allowing for automatic creation of a common set of widely recognized agricultural practices included in existing sustainability standards.



Global Forum for Innovations in Agriculture

SAI Platform was invited as 'knowledge partner Sustainable Agriculture' to the prestigious Global Forum for Innovation in Agriculture, in Abu Dhabi in February. We used the opportunity to promote our Farm Sustainability Assessment and have a first update report on The Declaration of Abu Dhabi. This declaration aspires to harmonize the content of standards, transparency of supply chains up to, and including, the farmer by unique identification and facilitation of reporting on sustainable supply chains.

SAI Platform also held two interactive sessions on partnering with farmers on how to overcome economic, psycho-social, political and resource barriers for adopting sustainable farming practices.



During GFIA 2015, DecAD signatories call for greater harmonization of sustainable agriculture practices

Global Sustainability Forum

In November 2015, Bord Bia, one of our affiliate members, organized its second Global Sustainability Forum on the urgent challenge of feeding the world and the collective efforts required to meet this challenge. Bord Bia hosted the event in partnership with WWF and SAI Platform.

Peter Erik Ywema (SAI Platform) and Jason Clay (WWF) were the Forum's advisors, and many SAI Platform members actively participated in the event and appreciated the knowledge exchange.



SAI Platform-IMD Masterclass on Sustainable Sourcing

In 2015, SAI Platform and IMD organized two masterclasses, one in June and one in November, with both attracting some 25 professionals from various companies and other organizations. The interactive class features a rich mix of contributions by senior executives and experts from organizations such as the Rainforest Alliance, The Forest Trust, WWF, ITC and leading food and beverage companies, on topics that inevitably emerge when developing and improving a company's sustainable sourcing journey.

Topics covered included questions that typically emerge when developing a company sustainable sourcing

program: "What definitions and tools exist?", "How do I manage change?" and "How does SAI Platform help me to address these topics?". The value of the two days lies in the balance between listening and learning, individual reflection and interactive work with co-students.

To deliver the next, 8th edition of the Masterclass, and many more in the future, SAI Platform has joined forces with Business School Lausanne (BSL). BSL is a high-ranking, innovative school focusing on value-based management and sourcing as an integral part of any successful business.



SAI PLATFORM COMMUNICATIONS

The Times Special Report "Future of Agriculture & Food"; including SAI Platform opinion piece by Peter-Erik Ywema

This report was issued in July 2015 and provided expert insight on factors affecting an increasingly complex agricultural landscape. With articles written by leading journalists such as Sean Rickard (former NFU Chief Economist), Mike Scott (The Financial Times, The Guardian) and Jeremy Hazlehurst (Management Today, FT Wealth), the publication elevated the food sustainability discussion from the niche press, into the UK's most widely-read business newspaper.

It explored issues of food security, depleting natural resources and climate change - in so doing highlighting the role of agriculture at the heart of this trilemma.

The report also included an opinion piece by SAI Platform's general manager Peter-Erik Ywema on collaboration for sustainable farming.



The Guardian - an article on the role of business in food systems

Several SAI Platform members participated in a debate on 'Feeding the planet: finding solutions to the global challenges', an event hosted by the Guardian and Bord Bia on 11 May at the 2015 Expo in Milan. The article resulting from this debate addressed what global food companies can do for producers at the bottom of the pyramid and to save natural resources.

The debate's contributors highlighted examples of business or multi-stakeholder programs for and investing in small-scale farmers and other sustainable agriculture practices, while also recognizing that global companies play a key role and that more can be done. Participants also discussed how to connect to consumers and make sustainably grown food attractive to them.



Professionalizing our communications

Growing membership and increased focus on external engagement has led to a move to evolve our communications approach and style. Over the past year a new logo has been developed, the website has been updated, a blog has been established and social media activity has been increased and improved. We also launched a new FSA webpage including a toolbox with practical materials to help FSA promotion and implementation.



Webinars

In 2015, SAI Platform organized 11 webinars, on topics ranging from 'Crash Course on SAI Platform' to 'How to engage your suppliers in FSA' and 'SAI Platform-Sustainable Food Lab's joint water risk assessment and mitigation project'.

Members continue to express their appreciation of these well-attended webinars as a way to stay updated or to learn about specific interest areas.



SAI Platform's Secretariat: three new team members

During 2015 and early 2016, three new team members joined the Platform's Secretariat.



Marco Consalvo
Communications &
Project Officer



Jane Duncan
Operations Manager



Joe Rushton
FSA Development
Manager

SAI Platform's 2020 vision is the widespread adoption of sustainable practices that deliver value to our members, farmers, farming communities, and consumers. This cannot be achieved without financial backing and a robust strategy and structure to make sure that resources are optimized.

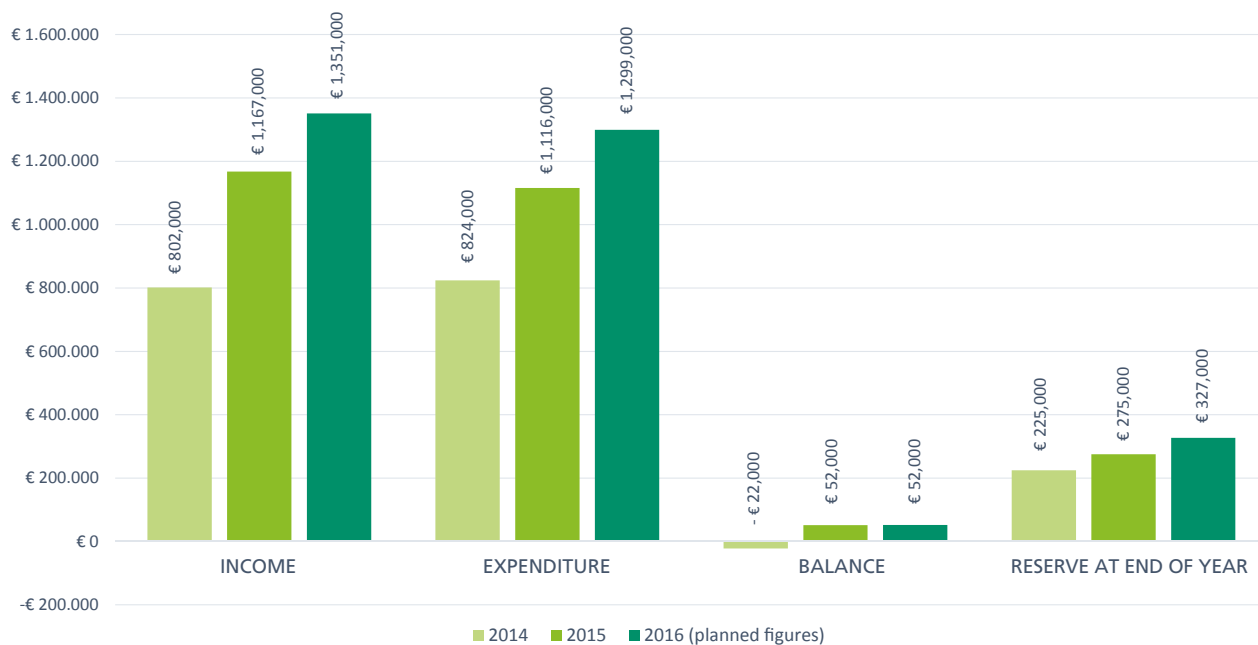
In 2015, we focused on ensuring that SAI Platform is in a healthy financial position. We have moved from a deficit of €20,000 in 2014 to a surplus of over €50,000 at the end of 2015.

A significant increase in new members (18 in total) and a 10% increase in membership fees (the first increase since 2002) have strengthened our financial position enabling us to deliver more services to our members.

The platform also maintains a healthy reserve, which is necessary as it continues to grow.

The Financial Statements of SAI Platform for the year ended 31 December 2015 have been audited by Fiduciaire TECAFIN SA, Geneva, Switzerland.

SAI PLATFORM FINANCIAL SUMMARY 2015



24 SAI PLATFORM MEMBERS



MARS



MIGROS

**MOLKEREI
AMMERLAND**

**Mondelēz
International**



Nordzucker



SÜDZUCKER



Tilda
Legendary Rice



AFFILIATE MEMBERS



Bord Bia
Irish Food Board



DeLaval



Pulse Canada





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