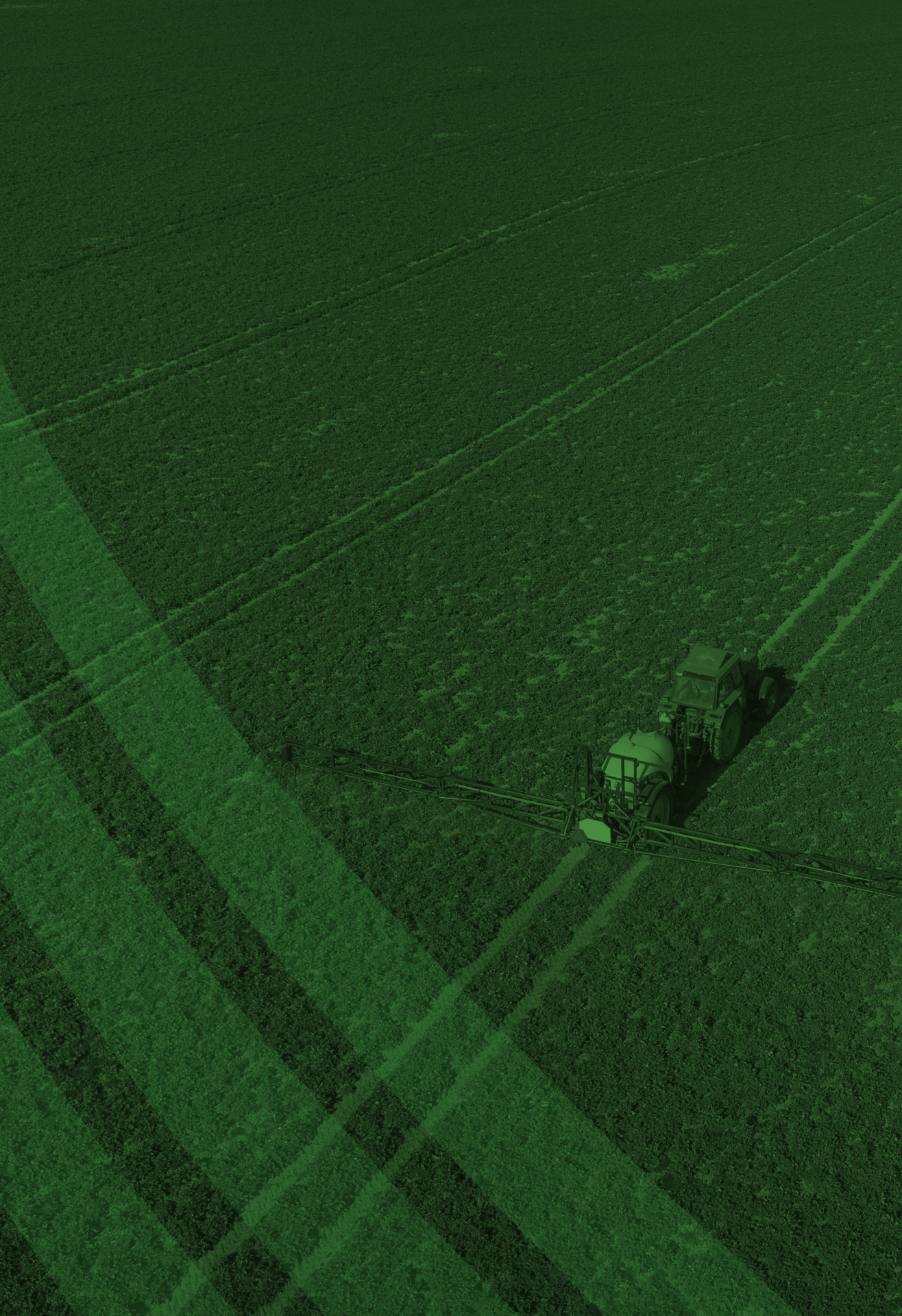
SAI PLATFORM

ANNUAL REPORT 2016

SUSTAINABLE AGRICULTURE INITIATIVE PLATFORM

15 YEARS developing solutions **together**



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About SAI Platform

The Sustainable Agriculture Initiative Platform (SAI Platform) is the primary global food and drink value chain initiative for sustainable agriculture.

Food and drink industry companies are the largest purchasers of agricultural raw materials and sustainable production is essential to ensure a secure, safe supply for the future. In 2002, the Sustainable Agriculture Initiative Platform was created as a non-profit organisation to facilitate sharing, at pre-competitive level, of knowledge and best practice to support the development and implementation of sustainable agriculture practices throughout the food value chain.

Our 2020 vision is to help implement secure and thriving agricultural supply chains, protecting the Earth's resources through widespread adoption of sustainable practices that deliver value to our members, farmers, farming communities, and consumers.

Today, SAI Platform has more than 80 members, and collaboratively develops tools and guidance to support global and local sustainable sourcing and agriculture practices.

"The strong growth of SAI Platform mirrors its relevance to members but also the constructive response to societal and consumer demand for sustainable agriculture and responsible sourcing. I wish you another 15 years of progressive impact to realign consumers and the industry with nature."

Peter Brabeck-Letmathe
Chairman Emeritus - Nestlé S.A.

Why is sustainable agriculture important?

Our members - leaders of global food and agriculture - influence the way one quarter of the world's population earns a living, half the world's habitable land is cared for, and two thirds of the world's fresh water is used. This brings huge opportunity but also significant responsibility.

Sustainable agriculture is a both a social and a business issue. For businesses, sustainable agriculture can help enhance brands, meet new market demands, ensure a reliable supply of food, reduce risks and create value. But it also provides the opportunity to address social challenges such as labour rights, community health, animal welfare, and issues like climate disruption, energy and water scarcity, and biodiversity.

The world's population is expected to rise dramatically over the next 30-40 years. At the same time, economic development will lead to an increase in demand for meat, dairy, vegetables and fruit. To feed the world, global food production will need to double by 2050. As resources are limited, the challenge is to achieve global food security while having a positive impact on the environment and society. Sustainable agricultural practices provide the solution, and SAI Platform provides a unique way for organisations to collaborate to drive change in this area.

"I am happy to see that what started as a shared, pre-competitive vision of Unilever, Nestle and Groupe Danone has developed into a healthy, mature organisation. Sustainable agriculture is crucial in meeting many of the challenges that we now have embodied in the SDGs, such as food security, climate change, deforestation and rural livelihoods. SAI Platform is well placed to connect some of the most important stakeholders in the global food system, namely farmers and consumers. I wish them success."

Antony Burgmans
Chief Executive Officer - Unilever in 2002

Foreword

This annual report marks the 15th anniversary of SAI Platform, and 2016 has demonstrated in many ways how far SAI Platform has come to address sustainability in agriculture, a key business issue for the food and drink industry. Initially, the role of SAI Platform was to exchange best practice and technical knowledge between its members. Soon, the Platform helped navigate the industry through the uncharted waters to define what sustainable agriculture actually meant and how it was be achieved in practice. Today, we are one of the leading brokers of sustainable agriculture implementation partnerships throughout global supply chains. In the future, demonstrating sustainable agriculture credentials will virtually be a pre-requisite for doing business.

This has been a long collaborative journey requiring strong support and a commitment to driving change from our members, the Executive Committee and the Secretariat. We have gone from strength to strength, and in 2016, we once again saw an increase in membership, reaching 91 members. Our membership represents the diversity of the supply chain, from farmer cooperatives to food manufacturers and retailers, and this enables our Platform to deliver value, foster collaboration and represent the diverse perspectives needed for building a sustainable food and drink industry.

In 2016, we strengthened our strategic framework through a further consolidation and prioritisation of work, and reflected on the Secretariat's organisational structure.

Together with our members, we took stock of how our working groups - fruit and nuts, arable and vegetable crops, beef, and dairy - address the needs of a membership operating in an environment that constantly presents new opportunities and challenges. We looked at concrete ways in which we can build on collaboration and knowledge sharing, and we streamlined Secretariat resources to support priority work.

Collaborative projects, like the SAIRISI rice project in Italy and the Doñana Berry project in Spain, are testimony to the positive impact that can be achieved through collaboration and engagement. The FSA programme remains an important means by which our members drive change at farm level. It is now used in 29 countries by 42 member companies. Given the significant uptake in users and the evolving nature of the FSA programme, we brought Ruth Thomas on board as FSA Programme Lead to oversee the programme as a whole and to develop the future strategy. Another important development in 2016 was to set up the Horizon Committee as a thought leadership hub to identify cross-cutting issues, policies and trends, and their implications for both the agri-food industry and for our members.

As we approach the 15th anniversary of SAI Platform, we recognise that the operating landscape continues to change, with higher expectations and targets as a result of the progress made to-date. It is therefore appropriate that we celebrate this occasion with our annual conference, **"Feeding the World's Rapidly Growing Urban Population"** in Beijing, China, reflecting the importance of the Chinese industry for agricultural supply chains.

The work we do with our members is central in rising to the challenge and delivering change. Key to our collective future success will be the collaborative action we undertake to achieve social, economic and environmental goals at a scale far beyond our individual companies or geographical regions.

I would like to thank our members who have engaged with SAI Platform over the past year for their time, enthusiasm and input. I would also like to thank my fellow Executive Committee colleagues and the Secretariat for their hard work and commitment to the organisation.

Ulrike Sapiro,
SAI Platform President

Presidents of SAI Platform: *2002 - 2006 Jeroen Bordewijk (Unilever). 3 members* *2006 - 2010 Hans Jöhr (Nestlé). 23 me*

2000-2001

2000 - 2001 - Explorative talks between three competititors on the need for collaboration to address agricultural sustainability.

2002

2002 - Founding of SAI Platform by Danone, Nestlé and Unilever.

2003-2006

2003 - 2004 Setting up of working groups (Vegetable and Potato WG 2003, Cereals WG 2003, Fruit WG 2004, Coffee WG 2004, Dairy WG 2003).

2003 - 2006 Principles and Practices for sustainable agriculture developed (at this stage only for members and field testing).

15 years since we began

Peter Erik Ywema, Director of Strategy & Engagement

Unconsciously unskilled - the years before we came together

If, in the nineties, you asked a buyer in a multinational company where its agricultural raw materials came from, it is very likely that they would have had no clue. If you asked about the way farm issues were addressed, you would have faced an even bigger blank expression.

The emergence of new, real-time information technologies allowed commodities to be traded across the world, changing ownership several times during their shipment. Supply chains were transparent only up to the direct supplier and no one had heard of 'sustainable agriculture'.

Around this time, there was a growing awareness of the food and drink industry's connection and impact on the environment and society. This was reflected in the UN's commitment to the Millennium Development Goals.

Critical voices were gathering momentum on issues such as deforestation and poor labour conditions among smallholders in different parts of the world. Western large-scale monocultures were particularly under scrutiny, being heavily dependent on artificial fertilisers and chemicals, resulting in water pollution and chemical residues on crops.

But how do we even start addressing these issues?
Roundtables for palm and soy, and standards for coffee came into being, and soon a world of standards mushroomed. Marketers needed independent certification stamps to prove to the customer that a product was safe (no chemical residues), ethical (no exploitation of farmers or mistreatment of animals), and green (environmentally responsible).

mbers

2007

2007 - First global conference on sustainable agriculture held in Brussels (300 participants) SAI Platform and CIAA (now FoodDrinkEurope).

2007 - SAI Platform Australian Chapter created.

2007 - Fruit Working Group project begun on variety diversification, social projects and integrated best management. Led by Coca-Cola with Citrovita, in Brazil.

2007 - Coffee Sustainability Workshop in Uganda.

2007 - Water and Agriculture Working Group launched.

2007 - Fruit Working Group project begun on sustainable vanilla production, led by Danisco.

2006 - 2010 Hans Jöhr (Nestlé). 23 members.

2008

2008 - Potatoes, Vegetables and Cereals Working Group launched as a result of the merger between the former Potatoes and Vegetables Working Group and the Cereals Working Group.

2008 - SAI Platform President Hans Jöhr invited by UN Secretary General Ban Ki Moon and a group of 100 CEOs, Heads of State, civil society leaders, heads of foundations and heads of UN Agencies to identify and discuss action needed to achieve the Millennium Development Goals, particularly in the context of longer term response to the global food crisis.

2008 - UN publication Food Sustainability – a guide to private sector action features SAI Platform as a good example of private sector engagement. (The guide gives a variety of examples in order to demonstrate how the private sector can take concrete steps as part of its core business activities to contribute to solving the food crisis).

2008 - New Technologies for Water Management seminar in Geneva.

Food and drink companies, farmer organisations and NGOs all had their own views on the right thing to do. What was needed was a place to gather information and a way to respond effectively to the challenges faced by the industry.

Consciously unskilled – an era of awakening: raising awareness and defining the common goal

In the early 2000s, three visionary men from three fierce competitors in the food and drink business met and concluded that this challenge was too big for even the biggest multinational to address alone.

In 2002, Danone, Nestlé and Unilever founded SAI Platform as a 'clearing house' to coordinate information, definitions and solutions. Coming at a critical time for the industry, their goal was to create a pre-competitive space for food and drink companies to meet, discuss and work together towards common solutions for their shared value chains.

The founding members, the food and drink industry, and experts from NGOs and universities recognised that a new field of expertise needed to be developed, to bring together knowledge from across the fields of agriculture, research, stakeholder consultation and supply chain management. This was the birth of what is now known as 'sustainable agriculture'.

Defining our destination and drawing the map

While dozens of organisations jumped into the emerging field with new ideas, challenges and solutions, SAI Platform navigated its members through this new and often overwhelming environment.

Member companies started coming together in commodity-specific working groups to share information from their internal pilots, and to begin the process of defining what implementing sustainable agriculture meant for business, and what best practice would look like.

Through that process of sharing knowledge and experiences in the working groups, SAI Platform began to compile a list of principles on what producing sustainably would mean, and the practices that would enable delivering those principles. These were tested in the field and refined over four years. In 2009, a set of commodity-specific guides was published – the 'Principles & Practices of Sustainable Production'.

Group grows to 25 members

2009

2009 - Potatoes, Vegetables and Cereals Working Group renamed as the Arable and Vegetable Crops Working Group.

2009 - Principles and Practices for sustainable agriculture published.

2009 - Second global conference on sustainable agriculture: Growing a 21st Century Agricultural Revolution in Washington DC. In partnership with the Sustainable Food Lab. (280 participants).

2009 - Agriculture Standards Benchmark Study on 25 sustainable agriculture standards published.

2009 - Water Footprint Network discussions joined.

2009 - Coffee Working Group - Toolbox to facilitate best practices implementation published.

2009 - Global Dairy Agenda for Action founded with Global Dairy Platform, International Dairy Federation and European Dairy Association to address climate impacts of the dairy sector.

2009 - Coffee Working Group - Study of four pilot projects published.

2009 - Water Management seminar.

2012: "We now have a set of metrics which the SAI Platform membership is agreed upon. For 40+ companies, covering millions of hectares of land this is a huge breakthrough!

Knowing that the basic calculation will be the same, and so broadly comparable with other members, will make a real difference as we collectively monitor global progress of our Principles & Practices."

Richard Heathcote
R&J Sustainability Consulting Ltd
(UK Sustainable Development Manager, Heineken, 2008-2014)

2010 - 2012 Ghislain Pelletier (McCain Foods). 30 members.

2010

2010 - Water Impact Calculator project begun in North West India.

2010 - Third global conference on sustainable agriculture held in Brussels in partnership with CIAA (now FoodDrinkEurope), Sustainable Food Lab and the Sustainable Trade Initiative (IDH) (over 300 participants).

2010 - Dairy Working Group - The International Dairy Federation's common methodology for calculating GHG emissions from dairy production and processing developed and launched.

2010 - External expert group strategy meeting held to focus activities and partnerships on developing water management solutions that have potential for a higher impact worldwide.

2010 - Sustainabilty Performance Assessment launched.

2010 - Arable and Vegetable Crops Working Group - Knowledge Sharing and Capacity Building event in Poland.

2010 - First Master Class on sustainable sourcing and agriculture with IMD Lausanne.

2010 - 2011 - Water Impact Calculator (WIC) developed with the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT).

This was a milestone in the development of SAI Platform, and in the nascent field of sustainable agriculture. It was the first resource SAI Platform and its members built, and proof that this new way of working was going to live up to the founders' hopes.

For sustainable agriculture, and for the food and drink industry, it was the first set of industry-agreed, tested and harmonised guidelines. SAI Platform had built a picture of the future and a map of how to get there. This was a watershed moment.

Consciously 'skilling' – an era of understanding: learning the skills and creating the tools

The next step was to move from definition to implementation, and the next phase in our evolution focused on equipping ourselves – our members – for making the transition.

Starting the journey

Many companies adopted and adapted the Principles & Practices as requirements for their suppliers, but it soon became clear that this was not enough to really drive change through supply chains.

In response, we launched an annual master class for executives at IMD Lausanne, one of the world's leading business schools. Here, the focus was both on the why of sustainable sourcing – the advantages and opportunities for food and drink companies – and on the how: how to create change at company and supply chain level; how to develop and then implement a solid and achievable sustainable sourcing strategy.

Charting our progress

Having defined their sustainable sourcing goals and adopted the Principles & Practices as a guide for the value chain, the next priority for SAI Platform members was how to quantitatively measure the progress and impact of this transition - on the ground and across regions and commodities.

2012 - 2014 Ernesto Brovelli (The Coca-Cola Company). Group grows from 40-50 members.

2011

2011 - Launch of SPA 2.0, including a benchmark of 12 sustainable farming calculators.

2011 - Strategy change at GA Parma: from defining and agreeing to facilitating implementation.

2012

2012 - SAI Platform's 10th anniversary.

2012 - Fruit Working Group project begun on greenhouse gas mitigation in fruit production.

2012 - Green coffee carbon footprint Product Category Rule (PCR) developed for the measurement of greenhouse gas emissions from green coffee production, co-funded by the Sustainable Trade Initiative (IDH).

2012 - Publication of the Sustainable Sourcing Guide, with IMD, ITC, IDH, SFL.

2012 - Checklist for Farmer Self-Assessment developed by the Arable and Vegetable Working Group and the Fruit Working Group as a practical implementation tool for the Principles and Practices.

2012 - 2014 Sustainability Performance Assessent and Farm Sustainability Assessment development input on-going.

2012 - European sugar beet project begun.

"It's the opportunity to share ideas, to share best practices, while also looking together into the future, at what might be coming up, so we're better prepared, and also to share ideas on how we can better connect with the farming communities and be effective as change agents."

Ghislain J. Pelletier
Vice-President of Agronomy, McCain Foods

Group grows to 54 members.

2014 - 2015 Dirk Jan de With (Unilever). 64 members.

2013

2013 - Coffee Working Group developed the Green Coffee Carbon Footprint Product Category Rule.

2013 - Dairy Working Group - Livestock Welfare Chapter of the Sustainability Performance Assessment launched.

FSA
FARM SUSTAINABILITY ASSESSMENT
BY SAI PLATFORM

2014

2014 - Biodiversity and Ecosystem Services Committee established.

2014 - Water Stewardship in Sustainable Agriculture – Beyond the Farm Towards a Catchment Approach report published.

2014 - Farm Sustainability Assessment 2.0 issued at General Assembly in Sevilla (Spain).

2014 - Water Stewardship workshop at the GA in Seville, Spain.
The workshop resulted in the launch of two new projects:

- A joint SAI Platform / Sustainable Food Lab project on Water Risk Assessment and Mitigation
- The Doñana Strawberry and Sustainable Water Management project

A wide range of tools existed, focusing on different performance indicators, and setting different methods of calculating them. The lack of alignment across the available tools was agreed to be a great hindrance, making the effort to chart the impact of implementation slow and demanding, and making it difficult to track collective progress.

Key to how SAI Platform operates is the aggregation of knowledge and best practice to build harmonised solutions. In 2010, we began a series of studies, consultations and benchmarking to identify the best tools in the field, distil the most crucial and practical sustainability performance indicators, and benchmark them to build an aligned and accessible Sustainability Performance Assessment framework (SPA).

Change – simple, effective, real and continuous

Our growing understanding of the change needed at farm-level change, and the accompanying theory of change, led us to another important observation and step.

2014 - Fruit Working Group project begun on developing a hybrid self-assessment tool for orange growers in Brazil, based on Solidaridad's Rural Horizon tool and SAI Platform's FSA.

Solidaridad

2014 - Pilot Product Environmental Footprint (PEF) category rules (CR) for coffee products conducted jointly with the European Coffee Federation (ECF).

2014 - Fruit Working Group project begun on water management in berry production in the region of Doñana.

2014 - The Water and Agriculture Working Group becomes the Water Committee.

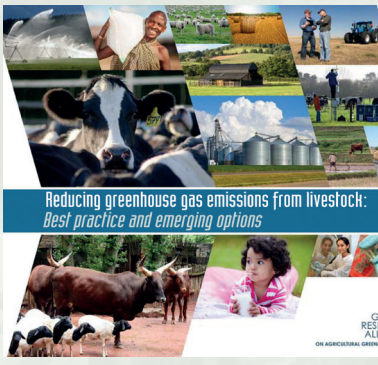
2014 - Arable and Vegetable Crops Working Group focus on FSA implementation and links with Cool Farm Tool as the next step from the Sustainability Performance Assessment.

2014 - Arable and Vegetable Crops Working Group focus on Canadian sustainability initiatives and opportunities for collaboration.

Declaration of Abu Dhabi for good agricultural practices founded with GlobalGAP and ITC.

2014 - Reducing GHG emissions from livestock production systems – a joint report between SAI Platform and the Global Research Alliance – developed and launched by the Beef and Dairy Working Groups.

2014 - Sustainable rice project begun.



2015 - 2017 Ulrike Sapiro (The Coca-Cola Company). 80 members.

2015

2015 - FSA Metrics Committee establised to link SPA 2.0 to FSA.

2015 - Water Stewardship in Sustainable Agriculture – Farm and Catchment Level Assessment report published.

2015 - Processed Fruit and Vegetable Convenant created to support the Sustainable Trade Initiative (IDH).

2015 - Biodiversity and Eosystems Committee - Workshop and field visit in Murcia, Spain.

2015 - Beef Working Group joined Global Roundtable for Sustainable Beef.

GLOBAL ROUNDTABLE FOR SUSTAINABLE BEEF

2015 - FSA online tool for suppy chain management developed with the International Trade Centre.

International Trade Centre

2015 - Principles and Practices aligned with the Global Dairy Agenda for Action programme, known as the Dairy Sustainability Framework (DSF).

The Principles & Practices are a theoretical framework, not a tool that helps members to connect with the farmers who supply them about critical issues. So, how do we move from companies adopting the Principles & Practices to seeing them implemented on the ground by producers?

Good agricultural practices can be introduced either by recommending (or prescribing) them, or by defining the desired outcomes and measuring indicators over time. We concluded that we needed to create a system that uses both, as two 'pillars' to deliver change.

We decided then that we needed to translate the Principles & Practices into a tool that would both assess the sustainability level of a farm and provide practical recommendations for improvement: the Farm Sustainability Assessment.

Farms and value chains using the FSA programme not only generate a farm sustainability profile and rating for themselves, but also a roadmap for improvement – a practical guide of next steps.

For it to be valuable and accessible for farmers all over the world, we translated the tool into 19 languages, and created an online self-assessment tool for global reach.

The benchmarking of over 60 standards allows users to obtain an equivalent FSA level rating for their existing certifications, which in turn is universally recognised across the industry.

Combined with the online tool, this allows farmers and suppliers to directly use the FSA programme as a universal standard with their customers, avoiding the costly duplication of multiple audits and certifications.

Consciously 'pioneering' – a new era of collective leadership

The discussions, alignment of priorities, and collective solution-building that made the development of this host of invaluable tools and resources possible have been a formative strength at the core of SAI Platform, shaping it since its founding.

Group grows to 91 members.

2016

2016 - Fruit and Nuts Working Group launched, combining the Fruit and Coffee Working Groups, and expanding the scope to include nut crops.

2016 - Business for Sustainable Landscapes workshop co-organised with EcoAgriculture Partners, Sustainable Food Lab and International Union for Conservation of Nature's SUSTAIN program at the Rockefeller Bellagio Center, Italy.

ecoagriculturepartners

2016 - Horizon Committee established in recognition of the need to track key emerging issues relating to sustainable agriculture. The Biodiversity and Ecosystem Services Committee and the Water Committee are incorporated into the Horizon Committee.

2016 - Agreement with the Global Roundtable for Sustainable Beef for SAI Platform to work on facilitating the EU Roundtable for Sustainable Beef.

2016 - Sequestration Fact Sheet published jointly by the Beef and the Dairy Working Groups, produced by specialists from INRA, AFBI and TEAGASC.

2016 - Brazil Committee established.

2016 - Farm Water Assessment tool developed.

2016 - SAIRISI project begun in partnership with Ente Nazionale Risi.

ENTE NAZIONALE RISI MILANO

Collaborative innovation

At the heart of SAI Platform are the partnerships that emerge from our Working Groups, between our members and external experts.

We facilitate the running of pilot projects in the field, working together to develop better sustainable agricultural practices. Projects enable members to trial solutions to common challenges, sharing resources, developing joint learning and creating impact at scale.

The learning from these projects feeds back to the broader membership and other stakeholders, contributing to the advancement of sustainable agriculture and sourcing practices around the world.

Collective leadership

A growing focus for us, in moving forward, is keeping an eye on the horizon to read the signs of future change, and ensure we can address them proactively.

With this objective, we launched the Horizon Committee to bring together our members and partners around the issues that cut across commodities and region-specific concerns, and shape the future of the landscape we rely on.

This year is the culmination of fifteen years' work growing the field of sustainable agriculture together with our members. The common language we created puts us at the heart of this evolving field of expertise, and enables our members to embark on their sustainable sourcing journey.

In fifteen years of working with our members, we have collectively grown ever more aware and better equipped to step up to our role in ensuring a sustainable future.

This is the strength of being a part of SAI Platform: this connectedness and fluidity in responding to challenges, shaping solutions and staying ahead of the curve.

Together, we act as pathfinders, sharing knowledge and leading the way.

2017

2016 - Arable and Vegetable Crops Working Group focus on continued FSA implementation and links with quantitative assessment tools, including the Cool Farm Tool.

2016 - Beef Farm Sustainability Assessment developed, with first consultation and pilots over 90 different EU beef production systems.

2017 - 15th anniversary Conference and GA in Beijing, China.

A growing focus for us, in moving forward, is keeping an eye on the horizon to read the signs of future change, and ensure we can address them proactively.

The next 15 - and beyond

Over the last fifteen years, SAI Platform has proved that through pre-competitive collaboration, a new field of expertise can be developed allowing diverse organisations from across worldwide food and drink supply chains to understand one another and partner towards more resilient food production.

When we speak of building resilience, we are looking to the future. Our goal in the next fifteen years is to connect and equip stakeholders from across the global food and drink industry and the field of sustainable agriculture with the knowledge and tools necessary to rise to the challenges of our world, namely those brought by climate change and population growth.

The FAO has projected that in order to meet demand, food production will need to increase by 70% by 2050. Our mission is to enable meeting that target while protecting the natural and social environment we depend on.

Since our founding, the environment our industry operates in has transformed. Technology has evolved virtually beyond recognition, providing tools almost unimaginable in 2002, and today's new players are shaping the future of agriculture and food – from tech start-ups and venture capitalists, to robotics and molecular biology laboratories. We are in the age of 'precision agriculture' and 'smart farming', with fertility and health monitoring sensors on cattle and in the soil, automated irrigation and fertilisation systems, multi-spectral analysis drones, cloud-computing, farm management software and agricultural robotics, not to mention advances in biotechnology and genomics.

We are a world away from where we started, and there is no doubt that the next fifteen years, let alone the 35 that will bring us to 2050, will bring extraordinary advances.

In our work with our members and stakeholders, we aim to bring the fruits of these innovations and their learnings into the mainstream. Working together, sharing knowledge to build adaptable, accessible solutions and tools, will be key to achieving global change and impact, and collectively succeeding in our mission.

Together, we will continue to protect and build the resilience and productivity of our food system.

2016 highlights

The last year has seen a great deal of progress across SAI Platform's activities, with the evolution and development of existing initiatives, the launch of new projects and the strengthening of our membership.

Our Working Groups and Committees

2003

Vegetable and Potato Working Group launched.

Cereals Working Group launched.

Principles and Practices for the Sustainable Production of Potatoes and Vegetables development begun.

2005

Principles and Practices for the Sustainable Production of Cereals drafted.

Principles and Practices for the Sustainable Production of Potatoes and Vegetables drafted.

2006

Principles and Practices for the Sustainable Production of Potatoes and Vegetables field-testing begun.

Arable and Vegetable Crops Working Group

In 2016, the Arable and Vegetable Crops Working Group continued its support of existing initiatives, including the implementation of the FSA in many supply chains globally, and the sustainable rice and European sugar beet projects.

Many of the companies in the Working Group are active in the implementation of the Farm Sustainability Assessment with their suppliers and farmers, and are committed to the improvement and expansion of the FSA programme.

To move forward towards further collaboration and shared learnings, the Working Group worked with consultants to identify existing sustainability initiatives and possible areas for collaboration in arable and vegetable production globally.

The Working Group's membership has expanded in recent years, leading to a renewed focus and ambition. The Arable and Vegetable Crops Working Group will implement an ambitious three-year work plan in 2017.

The Arable and Vegetable Crops Working Group welcomed ten new members in 2016: AB Sugar, Acor, Cristal Union, Crops NV, Euricom, Marks & Spencer, S.P. S.p.A., Sucden, Symrise, and Tesco.

Arable and Vegetable Crops Working Group Members as of 31st December 2016

Chair: Nigel Davies (Muntons)

ABInBev, AB Sugar, Acor, Agrana, Agrarfrost, Agrifirm, Agroalimentare Sud, Agroterra, Ahold Delhaize, Bacardi, Barry-Callebaut, Boortmalt, Cargill, CIO Parma, The Coca-Cola Company, Cooperativa Agrária Agroindustrial, Cristal Union, Crop's N.V., C. Thywissen, Diageo, Döhler, Euricom, FarmFrites, FrieslandCampina, General Mills, Grain Farmers of Ontario, Heineken, Holland Malt, Ingredion, Kellogg, Lamb Weston, Land O'Lakes, Marks & Spencer, Mars, McCain Foods, McDonald's, Migros, Muntons, Nestlé, Nordzucker, PepsiCo, Pulse Canada, Royal Cosun, SABMiller, S.P. S.p.A., Sucden, SVZ, Tereos, Tesco, Tilda, Unilever, Walter Rau, YCH Hops.

2008

Potatoes, Vegetables and Cereals Working Group launched as a result of the merger between the former Potatoes and Vegetables Working Group and the Cereals Working Group.

2009

Renamed as the Arable and Vegetable Crops Working Group.

Principles and Practices for the Sustainable Production of Arable and Vegetables Crops published.

2010

Knowledge Sharing and Capacity Building event in Poland.

SAIRISI A project on sustainable rice in Italy

In 2016, we initiated a project on sustainable rice farming in the North-West of Italy with our members, Unilever, Migros, Ebro Foods (Mundi Riso), and Kellogg, in partnership with Ente Nazionale Risi, the Italian Government's National Rice Research and Agronomy Centre. The objective of this project is to promote sustainable rice growing through collaboration with farmers, rice millers, retailers and food companies.

More than 80 farmers participate in the project as direct or indirect raw material suppliers to our members. In the first phase, farmers were given a three-day training course based on the gap analysis from the results of SAI Platform's Farm Sustainability Assessment. The aim of this training was to improve the sustainability of farming activities, and consequently farm performance. The subject matter covered included soil and nutrient management, precision agriculture, crop protection, environment and biodiversity, and the latest EU Common Agriculture Policy (CAP). For the second phase of the project, SAI Platform co-organised, with the support of Ente Nazionale Risi, two field-visits to farms in the region, where best agronomic and environmental practices are implemented.

Marco Romani, agronomist at Ente Nazionale Risi, highlighted the value of the SAIRISI project for the rice value chain in Italy, stating: **"Initiatives like the one led by SAI Platform are relevant for raising awareness of new production targets which allow a competitive distinction for the final product."** Fellow agronomist, Paola Castagna, added, **"The SAIRISI project is unique in its nature: farmers,**

2011

Economic tool developed to support farm management.

2012

Checklist for Farmer Self-Assessment developed with the Fruit Working Group based on the Principles and Practices of both groups. The Checklist for Farmer Self-Assessment would later be developed as the FSA programme.

Throughout 2012, 2013 and 2014 Sustainability Performance Assessent and Farm Sustainability Assessment development input on-going as key tools for the Working Group.

European sugar beet project begun. The objective of the project is to use FSA as the reference for sustainable agriculture for beet sugar in Europe, to harmonize assessments and streamline requirements in the supply chain. The longer term aim of the project is to identify sustainability gaps in Europe and support improvement efforts.

rice millers, companies and retailers have found an implementation platform to improve their sustainability". Kathrin Rutishauser, Food Standards Specialist at Migros, agreed: **"With the SAIRISI project, we can join forces with other buyers and have one aligned voice to our farmers. The coordination of the project by SAI Platform enables a unique knowledge-sharing environment".**

Emmanuel Duffaut, CSR and Sustainability Manager at Ebro Foods noted that **"the motivation and enthusiasm shown by the farmers and millers regarding the SAIRISI project is a great sign of how we can work together to implement sustainable rice farming practices in the field".**

The project will continue to evolve through 2017, developing activities based on 2016's feedback and the FSA results of the participant farmers.

European Sugar Beet project

2016 was all about further expansion of FSA into new countries in Europe, with project members key in leading improvements in the FSA programme.

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

SAI Platform initiated the European Sugar Beet project in 2013 with sugar buyers and invited processors to participate. Having experienced the value of the project, the sugar processors decided to become members of SAI Platform and active users of the FSA, reviewing and piloting FSA 1.0.

In 2014, the sugar processors began implementing FSA 2.0 in the sugar beet supply chain in Europe. Throughout 2015 and 2016, they increased the number of farmers and countries involved in the project. The FSA was implemented as a benchmarking tool (comparing existing standards to the FSA) and as a self-assessment and verification tool with farmers in many countries in Europe.

2014

Focus on FSA implementation and links with Cool Farm Tool as the next step from the Sustainability Performance Assessment.

Focus on Canadian sustainability initiatives and opportunities for collaboration.

Sustainable rice project begun. The objective of the project is to speed up the implementation of sustainable rice growing practices.

2015

Focus on knowledge sharing particularly for Poland and Canada.

2016

SAIRISI project begun in partnership with Ente Nazionale Risi. The objective of the project is to promote sustainable rice growing through collaboration with farmers, rice millers, retailers and food companies in the North-West of Italy.

Focus on continued FSA implementation and links with quantitative assessment tools including Cool Farm Tool.

Lead up to 2017 focused on developing a new vision and mission for the Working Group to refocus its activities to address the changing needs of the growing membership.

Beef Working Group

In 2016, the Beef Working Group continued its efforts with the development of the Beef FSA. Greatly encouraged by the feedback received from a consultation exercise, the Working Group embarked on an internal pilot testing process that involved 90 different EU beef farms. The outcomes of this pilot provided considerable insights that encouraged the Group to further explore the implementation process, providing an enhanced continuous improvement approach.

By the conclusion of 2016, six further pilots had been established to review the revised implementation approach. These pilots involve members of the Beef Working Group collaborating with several assurance scheme owners to test the approach prior to launching in 2017. The pilots are due to be completed in May 2017.

The Beef Working Group has also been successful in reaching consensus with the Global Roundtable for Sustainable Beef (GRSB) on how they could establish an EU Round Table for Sustainable Beef. With this agreement, the Working Group is now focused on addressing the detail that sits behind this. The GRSB conference in Banff, Canada, held in October, saw Jim O'Toole, Chair of the SAI Platform Beef Working Group, profile its approach as an example of how different global beef regions are approaching sustainability. In addition, Brian Lindsay, Beef Working Group Programme Lead, was elected to the Board of the Global Round Table for Sustainable Beef in October 2016.

Representatives from both the Dairy and Beef Working Groups were active in supporting initiatives conducted by external organisations. Jaap

2011

Beef Working Group launched.

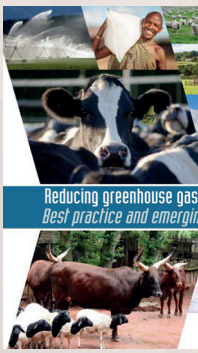
2013

Principles and Practices for the Sustainable Production of Beef published.

2014

A joint report on "Reducing GHG emissions from livestock production systems" between SAI Platform and the Global Research Alliance was developed and launched with the Dairy Working Group.

With financial support from the New Zealand Agricultural Greenhouse Gas Research Centre (NZAGRC).



Petraeus, from FrieslandCampina, and Jim O'Toole, from Bord Bia, both successfully contributed to the EU40 initiative earlier in 2016. The EU40, a network of young Members of the European Parliament, provided an excellent opportunity to profile the work of the Beef and Dairy Working Groups in a series of three conferences about the three aspects of sustainable agriculture: economic, social, and environmental.

Beef Working Group Members as of 31st December 2016

Chair: Jim O'Toole (Bord Bia)

ABP, Agrifirm, Ahold Delhaize, Beef+Lamb New Zealand, Bord Bia, Dawn Meats, Inalca, Kepak, LMC, McDonald's, Moy Park, Nestlé, Netafim, OSI Food Solutions, QMS, Symrise, Tesco, Vion Food Group.

2015

Global Roundtable for Sustainable Beef joined.

2016

Sequestration Fact Sheet published jointly with the Dairy Working Group, produced by specialists from INRA, AFBI and TEAGASC.

Beef Farm Sustainability Assessment developed, with first consultation and pilots over 90 different EU beef production systems.

Agreement with the Global Roundtable for Sustainable Beef for SAI Platform to work on facilitating the EU Roundtable for Sustainable Beef.

SAI Platform elected to the Board of the Global Roundtable for Sustainable Beef.

Dairy Working Group

During 2016, the Dairy Working Group scoped and established a complex work programme that culminated in four key work streams that will continue through 2017:

Minimum and maturity (sustainability) levels

This project is designed to allow dairy organisations through a b2b relationship to demonstrate their 'maturity' in their sustainability journey to their corporate customers. The outcomes of this work will build on the Dairy Sustainability Framework model (but will not be a commitment for members to fulfil) and will also look to reduce the costs of sustainability compliance demanded by customers through mutual recognition and reduced farm-level audits.

Sustainable feeds white paper

This arises from a joint workshop with the Arable and Vegetable Crops and Beef Working Groups, this project seeks to explore and challenge colleagues in the animal feed and production sectors to firstly define, and then address, gaps in what is considered as 'sustainable feed production'. This project has already established a collaborative link with the International Feed Industry Federation.

Sustainable food systems

This is a cataloguing project that aims to collect and catalogue an evidence base to support sustainable dairy production. This resource will be available for use in both SAI Platform and external projects that the Dairy Working Group engages with.

2009

Principles and Practices for Sustainable Dairy Farming published.

2010

The International Dairy Federation's common methodology for calculating GHG emissions from dairy production and processing developed and launched.

2013

Livestock Welfare Chapter of the Sustainability Performance Assessment launched
This was a result of a collaborative work with stakeholders to ensure that the indicators proposed were meaningful to the farmer and also capitalised on key data predominantly recorded.

Volatility management at dairy farm level
This project, commissioned in late 2016, will use a consultancy to undertake a global desktop review to identify different practices that farmers or cooperatives are implementing to enable farmers to better manage risk related to a volatile milk market. A key part of the sustainable dairy farm is its ability to ride the fluctuations. This project will involve active participation from SAI Platform members during the development and will be complete after a workshop with the Dairy Working Group to present the range of options identified from different parts of the globe.

We would like to thank our outgoing Deputy Chair of the Dairy Working Group, Francis Reid of Fonterra, for his invaluable support and efforts related to the Dairy Working Group over the past three years.

Dairy Working Group Members as of 31st December 2016

Chair: Robert Erhard (Nestlé)

Agrifirm, Ahold Delhaize, Arla Foods, Barry-Callebaut, Bord Bia, Cayuga Marketing LLC, Dairy Australia, Danone, DeLaval, Ferrero, Fonterra, FrieslandCampina, General Mills, Glanbia Ingredients Ireland, Innovation Center for US Dairy, Kerry Group, Land O'Lakes, Lely, Louis Dreyfus Company, Mars, McDonald's, Molkerei Ammerland, Nestlé, Netafim, Sodiaal, Symrise, Tesco.

2014

A joint report on "Reducing GHG emissions from livestock production systems" between SAI Platform and the Global Research Alliance was developed and launched with the Beef Working Group.

2015

Principles and Practices for Sustainable Dairy Farming revised, updated and published.

Principles and Practices aligned with the Dairy Sustainability Framework (DSF).

2016

Sequestration Fact Sheet published jointly with the Beef Working Group, produced by specialists from INRA, AFBI and TEAGASC.

"With Ferdoñana, we have an opportunity to help secure not only the future of Doñana national park, but also the livelihoods of many people connected to soft fruit."

Andy Mitchell
Co-Chair of the SAI Platform Doñana Berry and Water Management Group
(Product Specialist at Marks & Spencer)

2003

Fruit Working Group launched.

2004

Principles and Practices for the Sustainable Production of Fruit development begun.

2007

Project on variety diversification, social projects and integrated best management begun in Brasil led by Coca Cola with Citrovita.

Project on Sustainable vanilla production begun led by Danisco.

2004

Principles and Practices for the Sustainable Production of Fruit development begun.

2007

Coffee Sustainability Workshop in Uganda to share the results of four years of work within the Working Group towards a sustainable coffee sector, including pilot projects running throughout Africa, Asia and Latin America and finalise key documents and tools for the implementation of sustainable coffee production: 'Principles and Practices' for sustainable coffee production.

Fruit and Nuts Working Group

The Fruit and Nuts Working Group continued to support the Doñana Berry and Brazil Orange projects in 2016 – as well as focusing on the implementation of the FSA programme in fruit supply chains.

The Working Group has changed and grown its membership substantially in recent years, and has expanded its scope to include nut crops as well as coffee. In 2016, the Fruit and Nuts Working Group welcomed seven new members: Crop's NV, Ferrero, Grünewald Fruchtsaft, John Haas, Marks & Spencer, Netafim, and Tesco.

Many of the companies in the Working Group are active in the implementation of the Farm Sustainability Assessment with their suppliers and farmers, and are committed to the improvement and expansion of this programme. The Working Group has a renewed focus on collaboration, farmer focus and knowledge sharing, and will begin to implement an ambitious three-year work plan in 2017.

Fruit and Nuts Working Group Members as of 31st December 2016

Co-Chairs: Piet Haasen (FrieslandCampina) and Rozanne Davis (innocent)

Agrana, Ahold Delhaize, The Coca-Cola Company, Crop's NV, Danone, Döhler, Ferrero, Firmenich, FrieslandCampina, Grünewald Fruchtsaft, Heineken, Hero Group, John Haas, Marks & Spencer, Nestlé, Netafim, PepsiCo, SVZ, Tesco, Unilever, and YCH Hops.

2009

Principles and Practices for the Sustainable Production of Fruit published.

Diagnostic tool developed to determine fields of action based on Working Group members' priorities.

2012

Project on greenhouse gas mitigation in fruit production begun.

2014

Brazil Orange Project begun. The project aims to develop a simple hybrid sustainability self-assessment tool for orange growers in Brasil, based on Solidaridad's Rural Horizon tool and SAI Platform's FSA, in order to support farmer training and expansion of sustainable agriculture practices in the region.

2009

Principles and Practices for the Sustainable Production of Green Coffee published.

Toolbox to facilitate best practices implementation published.

Study of four pilot projects published.

2012-2013

Green Coffee Carbon Footprint Product Category Rule (PCR) developed for the measurement of greenhouse gas emissions from green coffee production, co-funded by the Sustainable Trade a Initiative (IDH).

Doñana Berry project

The Doñana Berry project is an important initiative that SAI Platform has been involved in since 2014. The Doñana region is a protected wetland in southern Spain with an intensive berry production industry. Water use is a critical environmental and agricultural issue in a region from which many SAI Platform members source and produce. We estimate that participants in the Doñana project collectively account for over 20% of procurement from the Doñana region.

Initially, the objective of the project was to address concerns about intensive strawberry production in the region and the consequent impact on water supply. In 2016, we expanded the scope of the project to cover all berries, and launched Ferdoñana – a multi-stakeholder, farmer-oriented, water efficiency training project for farmers.

The purpose of this project is to train and support farmers to optimise water use through the adoption of best farming practice, to achieve local sustainable water and land use targets. This will contribute to economic benefits and reduce the risk of aquifer decline

2014

Doñana Strawberry and Sustainable Water Management project initiated. At SAI Platform's Water Stewardship Workshop in Seville in April 2014, there was a growing realisation that in order to protect the sector's long-term interest in sourcing berries from Doñana, urgent work was needed at the watershed level to improve water governance, implement and enforce laws.

2015

Processed Fruit and Vegetable Covenant created with IDH to help farmers become more environmentally sustainable and viable in socio-economic sense.

2014

Pilot Product Environmental Footprint (PEF) category rules (CR) for coffee products conducted jointly with the European Coffee Federation (ECF).

2015

Collaboration on the development of joint data sets for footprint methodologies.

and water contamination. It will also help in reducing the risks of water shortages for berry production.

The project has sent strong signals to local government and to farmers about our collective concern and commitment to addressing the challenges of water issues. We stressed the need to find sustainable solutions through shared responsibility among buyers, farmers and local governments. This received a lot of attention from the media internationally, with coverage in El País, The Guardian and Huffington Post España.

Doñana is an important case study for SAI Platform showing how multi-stakeholder collaboration (between government, NGOs, industry, and farmers) can deliver change. Water supply is a widespread and growing concern, and this project provides valuable learnings and solutions that can be transferred to other crops and regions facing similar challenges.

2016

The Fruit and Nuts Working Group launched combining the Fruit and Coffee Working Groups, and expanding the scope to include nut crops.

Lead up to 2017 was the development of a new vision and mission for the WG, to refocus the activities of the WG to address the changing needs of the growing membership.

Horizon Committee

The scope and work of our previous Biodiversity and Ecosystem Services Committee and our Water Committee have been merged into a new Horizon Committee, which was established in 2016 to work on cross-cutting challenges in sustainable agriculture, and track key emerging issues.

At the beginning of the year, the members of the Committee identified four key issues as a starting point: water management, land use change, illegal labour, and innovation and technology. During the year, the Committee organised a webinar on water stewardship, inviting a guest speaker from WWF to give a presentation on the global water situation, and introduced the tools that SAI Platform had recently developed to help companies deal with water stewardship.

Two guidance documents on forced labour and child labour were developed, and published in early 2017.

Horizon Committee Members as of 31st December 2016

Agrana, Ahold Delhaize, Arla Foods, Cargill, The Coca-Cola Company, Cristalco, Crop's NV, Dairy Australia, Döhler, Ferrero, Grain Farmers of Ontario, Heineken, Mars, McCain, McDonald's, Mondelez, Nestlé, Nordzucker, SABMiller, Symrise, Tesco, Unilever.

2007

Water and Agriculture Working Group launched to develop guidelines and practical tools for the sustainable management of water at a farm level.

2008

New Technologies for Water Management seminar in Geneva.

2009

Discussion Paper published highlighting the weaknesses and gaps in the method developed to measure the water footprint of a product.

Water Footprint Network discussions in order to help develop a better common methodology.

Members of the Water and Agriculture Working Group managed six pilot projects in various regions of the world, aimed at testing better water management practices at farm level. The results showed how better practices and new technologies can make dramatic positive contributions towards water conservation

Water Management seminar to develop a better understanding of the situation in relation to the food and drink industry and what some of the key players were doing. Some members presented their projects:

- Coca-Cola: the Water Footprint of a soft drink
- Nestlé: drip-irrigation and crop sensor for tomato production in Parma, Italy
- McCain: drip-irrigation for potato production in India
- Unilever: drip-irrigation for strawberry production in China.

2010

Build on work done in previous year to further explore new ways to promote good water use and practices at farm level.

Water Impact Calculator Project begun in North West India aimed at developing a user-friendly water impact calculator (WIC) for farmers to help them identify the main impacts their practices have on water conservation and to provide suggestions for improvement.

The International Crop Research Institute for the Semi-Arid Tropics (ICRISAT) lead the project, with additional funding provided by Coca-Cola, Kellogg, Nestlé, Novus, PepsiCo, and Unilever.

Principles and Practices for the Sustainable Water Management of Water at Farm Level and technical briefs developed.

2013

Water Stewardship in Sustainable Agriculture – Beyond the Farm Towards a Catchment Approach report published to help companies ensure that sustainable water management is included in their supply chain and supplying farms. It identified the key issues to consider and provided guidance on how to address them.

2014

The Water and Agriculture Working Group becomes the Water Committee.

Water Stewardship workshop at the GA in Seville, Spain The workshop resulted in the launch of two new projects:

1. A joint SAI Platform / Sustainable Food Lab project on Water Risk Assessment and Mitigation

2. The Doñana Strawberry and Sustainable Water Management project.

2014

Biodiversity and Ecosystem Services Committee established in recognition of the importance of biodiversity and the role and responsibility of companies in their sourcing of agricultural raw materials.

2015

Workshop and field visit in Murcia, Spain.

2010-2011

Water Impact Calculator (WIC) developed with the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) to serve as a water-use support tool for small and marginal farmers.
It was successfully tested at five experimental locations in Gujarat, Rajasthan and Andra Pradesh, and demonstrated that the use of the WIC could save at least 50-100 mm of water in one season in fully irrigated areas, which is equivalent to 500-1,000 cubic meters from one hectare of land.

External expert group strategy meeting held to focus activities and partnerships on developing water management solutions that have potential for a higher impact worldwide.

2015

Water Stewardship in Sustainable Agriculture – Farm and Catchment Level Assessment report published providing practical guidance on the steps required for farm level water stewardship in a catchment context.

2016

Farm Water Assessment tool developed for water-specific risk assessment on farms where water issues are already known or perceived to be important, though not intended for every site, or to replace generic farm assessment tools.

2016

Horizon Committee established in recognition of the need to track key emerging issues relating to sustainable agriculture.

The Water Committee and The Biodiversity and Ecosystem Services Committee are incorporated into the Horizon Committee.

2016

SAI Platform participation in "Business for Sustainable Landscapes Workshop" coorganised with EcoAgriculture Partners, Sustainable Food Lab and International Union for Conservation of Nature's SUSTAIN programme at the Rockefeller Bellagio Center, Italy.

Global leaders from industry, governmental agencies, and NGOs met to understand the role of businesses in addressing landscape issues such as biodiversity decline, deforestation, scarcity, and to identify and generate new opportunities for nature, business and local stakeholders.

The Farm Sustainability Assessment programme

Helping our members drive sustainable agriculture

SAI Platform launched the Farm Sustainability Assessment (FSA) programme in 2013 – at the time, known as the Farmer Self-Assessment – to facilitate the uptake of industry-shared better management practices that improve farm performance and sustainability outcomes on the ground. Almost half SAI Platform's members have used the FSA either as a self-assessment or benchmarking tool in over 30 countries, from Africa and Asia to Australia and the Americas, and for over 30 types of crops, from kiwis to cassava, at 10,000s of farms.

In 2016, the FSA programme continued to gather momentum with some key new developments.

FSA online supply chain management system developed with the International Trade Centre

In 2016, the FSA online supply chain management system, developed with the International Trade Centre, became available to our members. This online system allows users (categorised as farmers, buyers, and buyers from farmers) to communicate and manage the progress of their FSA implementation.

Integrating impact indicators into the FSA

Ten 'impact indicators' were developed by our FSA Metrics Committee, established in 2015 to understand where our previous work on the Sustainability Performance Assessment could complement the FSA programme. These indicators will be integrated into the FSA online supply chain management system to enable farms to measure outcomes on the ground.

COOL FARM ALLIANCE

We also announced a new project with Cool Farm Alliance to create a more seamless experience for users of the FSA and Cool Farm Tool. This will see the development of an FSA online application so that it can deliver the new FSA metrics, making it simple and convenient for FSA metrics users to generate a full greenhouse gas assessment. It will also increase the exposure of the FSA to the Cool Farm Tool user base and vice versa.

Promoting alignment with existing standards

The FSA creates a single reference for the benchmarking of standards (both third party and private standards and codes). It simplifies how FSA users interact with existing standards, giving them transparency and consistency in an often complex environment. This can facilitate the alignment of standards in terms of requirements and language, while also enabling companies to make FSA based sustainably sourced volume claims.

To date, more than 60 schemes have been benchmarked against the FSA programme. This year, several new benchmarks were published, including Bonsucro, RedCert2, Leaf Marque, and UTZ.

New FSA programme toolkit

In 2016, we published the second edition of the FSA Implementation Framework. This document identifies the minimum requirements for implementing the Farm Sustainability Assessment in a supply chain and making claims on sustainable sourcing performance levels based on it. This strengthens the FSA toolkit available online for users, including the On-Farm User Guide, Implementation Guide and Benchmarking Methodology.

Case Studies

Ahold Delhaize, an international food retail group, operating supermarkets and e-commerce businesses for its 21 brands, has more than 375,000 employees across 6,500 stores in 11 countries.

The company was looking for a sustainability assessment approach that could be applied to all fresh fruit and vegetable products, and include farmers who also supply raw material for the processing industry.

The FSA was implemented in the Netherlands, Spain and South Africa on tomatoes, apples and potatoes. Farmers appreciated its practical focus. Other benefits were the uniformity of requests to farmers as well as the potential for FSA to act as a 'one-stop-shop' with respect to verifying alignment with existing on-farm audits such as GLOBALG.A.P.

An essential focus for Ahold Delhaize is to be able to facilitate improvements over time based on the performance and impact of the farming practices. The impact indicators within FSA will enable Ahold Delhaize to progress with larger-scale implementation for both fresh growers and, in cooperation with the manufacturers, with its processed food suppliers.

"FSA has the potential to fill an important gap in effectively engaging farmers across several different commodities." - Leon Mol, Director Product Safety and Social Compliance, Ahold Delhaize

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Ingredion is an ingredient solutions provider based in the US that turns corn, tapioca, potatoes, and other vegetables and fruits into ingredients for the food, beverage, brewing, and pharmaceutical industries and numerous industrial sectors. It has more than 11,000 employees around the world, and customers in more than 60 markets in over 40 countries.

Implementation of the company's sustainable sourcing approach is at various stages across a range of sites around the globe. They were looking for a programme that both allowed them to meet a range of customer expectations with a single program and was robust enough in scope to benchmark a mix of global sustainable agriculture standards. Most customers and stakeholders were members of the SAI Platform, which provided a good incentive to join, and work with the team on integrating the FSA programme.

An important feature for Ingredion is that where farms don't yet reach the 'bronze' performance level, the programme facilitates engagement and the development of action plans to close the gap.

They have implemented FSA assessments with grower partners for corn in Australia, China, Canada, Europe, Mexico, Pakistan and the United States, and are looking to expand that work in other geographies as well. Additionally, they are utilizing FSA with for tapioca in Thailand and pulses in North America.

Nordzucker is Europe's second largest sugar manufacturer. Plants are primarily located in Germany and North and Eastern Europe.

Nordzucker has implemented the FSA programme on 4,000 sugar beet farms in Sweden, Poland, Denmark and Lithuania. 6,000 sugar beet farms in Germany comply with the FSA benchmarked standard RedCert2.

"The FSA has provided a common approach across all our farmer management groups dealing with a range of sustainability challenges, and has helped us build stronger relations with buyers", explained Iver Drabaek, Head of Sustainability, Nordzucker.

Our local focus initiatives

Brazil Committee

After the 2015 General Assembly in Brazil, members requested a workshop to look at whether SAI Platform should establish a presence in the region.

The workshop took place in early 2016, and was attended by more than 60 participants including local SAI Platform members, farmers and farmer cooperatives, international and national NGOs, roundtables (GTPS, RTRS) and prospective members. It was agreed that a Brazil Committee would be established, working under the SAI Platform umbrella (adhering to its statutes and bylaws, and operating under its governance).

The objective of this Committee is to enable our members who operate in Brazil to:

- Identify local sustainable agriculture and sourcing challenges and priorities for the Committee to address;
- Share relevant sustainable sourcing and agriculture knowledge, expertise and good local practice;
- Drive action and facilitate implementation of sustainable agricultural practices by adopting existing SAI Platform tools and practices, tailoring them to local needs and priorities as required.

During the workshop, the priority issues identified were as follows:

- Climate change
- Water use
- Biodiversity
- Working conditions
- Traceability and transparency of the supply chain (with a focus on agrichemicals)

Initiators of the SAI Platform Workshop and the Brazil Committee:

Olivier Marchand – Nestlé
Terence Baines – Unilever
Nayara Kaminski de Oliveira – Cooperativa Agrária Agroindustrial

SAI Platform Australia

Established in 2007, SAI Platform Australia celebrates its tenth anniversary in 2017. Over the last ten years, its focus has been on:

Sustainable agriculture learning

- 40 general meetings, conferences and forums, and 20 case studies since 2007.

Enhancing agricultural sustainability practices

- Over twelve field visits to farms, factories and research facilities in Australia;
- Cross supply chain self-assessment system to monitor members' implementation of SAI Platform Australia's Guidelines for Sustainable Agriculture Supply Chains.

Members' agricultural sustainability projects

- Six collaborative projects among members on key sustainability areas, including social resilience, water foot-printing, consumer understanding of agricultural sustainability, and the use of precision technology to convey agricultural sustainability information to consumers in real time.

Engaging and seeking collaboration with stakeholders on behalf of members

- Including Australian Federal and State Government Ministers and officials, representatives of national industry organisations, and academics.

Communicating to the public

- About the agricultural sustainability activities of its members via its website, which receives 500-1000 visits every month.
- SAI Platform Australia has recently initiated a project to develop its website into a unique, trusted, third-party source for information on sustainable agriculture.

Connecting with SAI Platform

- Strengthening its relationship with SAI Platform through SAI Platform Australia's President attending SAI Platform's Annual General Assembly;
- Initiating an assessment by SAI Platform Australia members of the practicality of implementing the Farm Sustainability Assessment programme in Australia.

SAI Platform Annual General Assembly 2016

Sustainable Agriculture – How to make it happen: Leading solutions from Ireland and across the globe

Our 2016 General Assembly was held in Dublin, Ireland, where participants could experience first-hand the implementation of Origin Green - Ireland's innovative sustainability initiative for the food and drink industry. The event was attended by 89 delegates from 62 of our member organisations for three days of Working Group meetings, seminars, field visits and extensive networking. SAI Platform members recognise our annual event as a valuable opportunity to meet and share information on challenges and issues as well as successes.

Day One – Open Working Group Meetings
The open Working Group meetings were a great opportunity for delegates to both understand how the Working Groups operate and also to join in discussions on the current work plans. In addition, attendees of the newly formed Horizon Committee shared their trials and challenges, from drought in the Po Valley in Italy to water management in the Doñana National Park in Spain.

Day Two – Field Trips
Bord Bia, the Irish food board and an affiliate member of SAI Platform, had selected several extremely interesting visits to processors and farmers, as well as research and innovation centres, to show a real picture of what is happening in the Irish food and agriculture industry. During these visits, delegates could appreciate the practical impact of the Origin Green programme that has mobilised Ireland's farmers and food producers to commit to sustainability throughout the supply chain, from farm to plate.

Highlights from the field trips included:
A visit to the Boortmalt malting barley plant, in Athy, County Kildare. The visit showed how Boortmalt works towards sustainability with growers including bespoke agronomy for farmers, with 99% of the 600 supplying farmers having gone through an FSA audit.

A visit to the Kerry Group's Global Technology and Innovation Centre in Naas, County Kildare. Kerry is a global ingredients, flavours, and consumer foods group, and the centre is a focal point for all scientific research, technology and product development and innovation within the Kerry Group. Participants learnt how Kerry's 'Towards 2020' programme puts sustainability at the heart of what they do, with an impact on all areas of business.

A visit to one of McDonald's flagship farms in Ireland provided practical insights into the implementation of Origin Green, which operates at a national level and includes farmers and primary producers, processors, retailers working together and leading the way towards sustainable production.

A visit to Keelings, an Irish-owned family business focused on growing, sourcing, shipping, marketing, sales and distributing fresh produce. Participants were provided with practical examples of how the company is committed to promoting the positive impacts of their operations, while identifying and minimising any negative impacts, through the adoption and promotion of sustainability principles across all their activities.

Day Three – Seminar: Implementing sustainable agriculture throughout the supply chain.
The seminar was a mixture of expert sessions focused on how to address the main organisational challenges in the supply chain when implementing

sustainable agriculture programmes, such as how to engage colleagues, how to work with suppliers and how to get buy-in from customers and consumers.

Day Four – The General Assembly

The General Assembly saw SAI Platform's President, Ulrike Sapiro, highlight the dynamic growth in our membership, the important role of the Working Groups and the significant work being carried out in the FSA programme. She also emphasised the valuable lessons that can be learnt from collaborations facilitated by SAI Platform, and the importance of finding partners and experts in specific regions to share knowledge and best practice.

Annual Master Class

The annual Master Class provides members with the opportunity to learn, obtain practical advice on sustainable sourcing and address the issues they face on a day-to-day basis with other members and experts in the field. The format of the Master Class is to share experience, look at practical solutions, and provide direction on how to source agricultural raw materials in a sustainable way.

The 2016 SAI Platform Master Class on 'Building Sustainable Value Chains' was run in conjunction with the Business School of Lausanne (BSL). The two-day tailor-made course for SAI Platform members consisted of interactive sessions with experts in the sustainable sourcing of agricultural raw materials. The course was well attended by a range of participants, including heads of sustainability, heads of procurement, buyers, suppliers and stakeholders with an interest in sustainable sourcing. The areas covered included:

- Using sustainable sourcing for commercial benefit and value creation
- A step-by-step implementation process for a sustainable sourcing strategy
- Identification and setting priorities for sustainable sourcing in your supply chain
- Applying strategy at farm level
- Overview of tools to help implement a sustainable sourcing strategy

The Master Class was supported by case studies and practical examples provided by both SAI Platform members, guest speakers and the BSL.

Guest presentations included an excellent overview of world water challenges in relation to agriculture and the role companies have in addressing them. Discussions involved standards and certification, with some NGOs in attendance highlighting the fact that it has become a very crowded space, and welcoming initiatives such as the FSA programme. Participants were all in agreement that the challenges are significant but so too are the opportunities when the value chain has common objectives.

Our partnerships

Building partnerships is the core of our activity to advance and upscale sustainable agriculture. Some of our key collaborations in 2016 included:

Memorandum of Understanding with SEDEX
In March 2016, SAI Platform and Sedex – the leading non-profit organisation dedicated to improving global supply chains – signed a Memorandum of Understanding to improve the availability of agricultural supply chain data. The initial stage of the cooperation will include offering the SAI Platform Farm Sustainability Assessment (FSA) questionnaire as an additional module in the Sedex Self-Assessment Questionnaire, which Sedex members use to share their initial supply chain data. This will help members of both Sedex and SAI Platform reduce duplication, by reporting data once and in a single place, and will aid their management of sustainable agriculture.

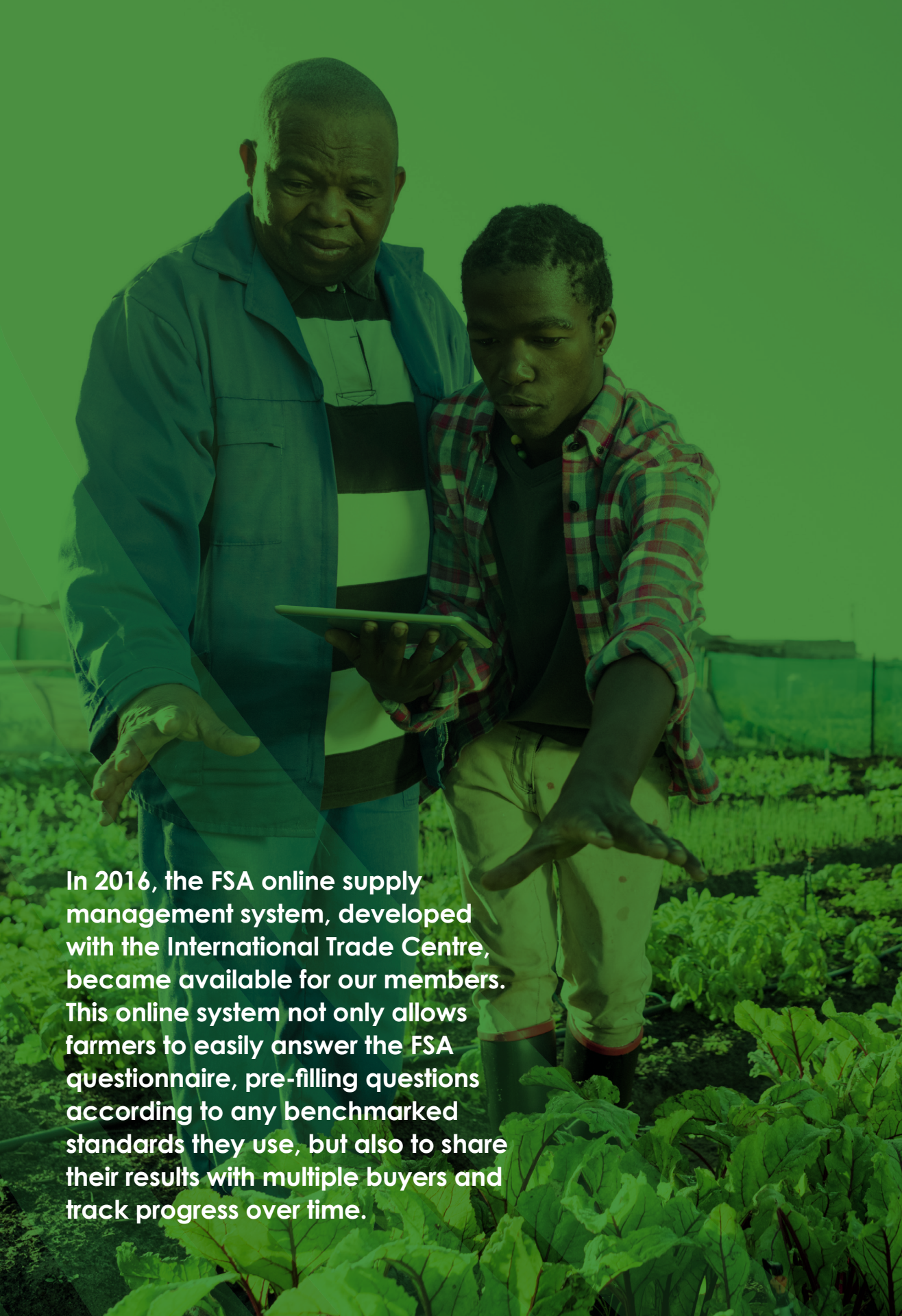
Farm Sustainability Metrics with the SUSTAINABILITY CONSORTIUM
SAI Platform and the Sustainability Consortium have agreed to collaborate around the development of farm sustainability metrics. The aim is to assure that the interventions from both organisations and their members into supply chains are aligned as much as possible.

Developing the FSA online tool with the INTERNATIONAL TRADE CENTRE
In 2016, the FSA online supply management system, developed with the International Trade Centre, became available for our members. This online system not only allows farmers to easily answer the FSA questionnaire, pre-filling questions according to any benchmarked standards they use, but also to share their results with multiple buyers and track progress over time. Equally, 'buyers from farmers' can group farmers into management systems and submit aggregated reports up the chain. This year, an Italian version of the FSA online supply chain management system was developed and used by our members and by the farmers participating in SAIRISI, our sustainable rice farming project in the North-West of Italy.

Seamless data exchange made possible with the COOL FARM ALLIANCE
We have developed a close collaboration with the Cool Farm Alliance in our metrics work. The FSA online supply management system will, in 2017, be upgraded with an option of adding quantifiable performance data. Some of these data points (energy and nitrogen use) will be calculated using modules of the Cool Farm Tool.

The DAIRY SUSTAINABILITY FRAMEWORK
SAI Platform's General Manager has been on the board of the Dairy Sustainability Framework since its inception. In 2016, we helped to start the conversation on complementing the Framework with a tool to allow for the assessment of maturity levels.

Landscape management with ECOAGRICULTURE PARTNERS
We were invited to partner with EcoAgriculture Partners to organise the 'Business for Sustainable Landscapes' workshop at the prestigious Bellagio Centre of the Rockefeller Foundation in Italy. The workshop focused on the business rationale for participating in landscape management projects. This concept is gaining momentum among a variety of stakeholders, with SAI Platform's Doñana project in Spain being one of the flagship projects. We have jointly published a document, Business for Sustainable Landscape, to outline the concept of sustainable landscape projects for company guidance.



In 2016, the FSA online supply management system, developed with the International Trade Centre, became available for our members. This online system not only allows farmers to easily answer the FSA questionnaire, pre-filling questions according to any benchmarked standards they use, but also to share their results with multiple buyers and track progress over time.

Our communications

Our publications

SAI Platform published the second edition of the FSA Implementation Framework in June 2016. This document identifies the minimum requirements for implementing the Farm Sustainability Assessment in a supply chain and making claims on sustainable sourcing performance levels based on it.

In July 2016, SAI Platform's Beef and Dairy Working Groups worked with scientists from INRA, AFBI and TEAGASC to develop a sequestration factsheet that explains in an accessible way the science behind the need to improve soil quality to enhance both production and sequestration potential. This forward-thinking document challenges pasture producers to look at the management of their pastures from selection of varieties right through to grazing and conservation practices and provides links to additional scientific and practical materials.

Spanish and French translations of the Guide on Reducing Greenhouse Gas Emissions from Livestock were published thanks to funding support from New Zealand Agricultural Greenhouse Gas Research Centre (NZAGRC), and translations provided by LGR experts. The demand for its translation is evidence of the success of this 2014 joint publication by SAI Platform and the Global Research Alliance. This Guide is intended to help farmers and industry leaders make progress on meeting global food demand while reducing the industry's contribution to climate change.

In the media

During the General Assembly in Dublin, SAI Platform's President, Ulrike Sapiro, and General Manager, Peter Erik Ywema, were interviewed by The Guardian about sustainable agriculture and the Farm Sustainability Assessment, in an article entitled Revamped sustainability assessment tool allows farmers to stay ahead of curve.

The Doñana Berry Group's position statement supporting the Land Use Plan issued by the Government of Andalucía received considerable attention from the media, including the Spanish newspaper El País, Huffington Post España, and The Guardian.

Public and members-only webinars

In 2016, SAI Platform organised seventeen webinars, eleven of which were for SAI Platform members only. Guest speakers sharing their expertise included representatives from Oxfam, WWF, BirdLife International, ITC and WeFarm. Areas of focus included the social aspects of sustainable agriculture, water management, digital agriculture, the empowerment of women and biodiversity.

Participation in our public webinars, in which we introduce SAI Platform and its activities, increased greatly in 2016, with over 100 registrants per webinar. Participants included international organisations, NGOs, consultancies, food and drink companies and financial institutions.

ONLINE ENGAGEMENT

WEBSITE TRAFFIC

152,795 PAGES VISITED IN 2016

65% NEW USERS

WHERE ARE OUR GREATEST POINTS OF ENGAGEMENT?

65,4% ORGANIC SEARCH (GOOGLE)

20% DIRECT (STRAIGHT TO WEBSITE)

12% SOCIAL MEDIA >

61% LINKEDIN

20% TWITTER

19% SHARES FROM OTHER PEOPLE ON FACEBOOK

8% LINKS FROM OTHER WEBSITES (REFERRALS)
(TOP REFERRERS: FSATOOL.COM, HEINEKEN, EUTRAINING.EU, INNOCENT, FAO, NESTLÉ, MONDELEZ)

SOCIAL MEDIA

OUR GROWING USE OF SOCIAL MEDIA CONTRIBUTED TO A RISE IN TRAFFIC ON OUR WEBSITE AND INCREASED PARTICIPATION TO OUR WEBINARS. A STRONGER USE OF SOCIAL MEDIA IS UNDER CONSIDERATION TO BETTER SERVE THE NEEDS OF OUR GROWING PLATFORM.

995 TWITTER FOLLOWERS

1,152 LINKEDIN CONNECTIONS

754 SUBSCRIBERS NEWSFLASH – MEMBERS ONLY

2,002 SUBSCRIBERS NEWSLETTER – FOR BOTH MEMBERS AND NON-MEMBERS

New members 2016

We were delighted to welcome 14 new members in 2016.

AB Sugar
Manufacturer supplying an ever-increasing range of both sugar and non-sugar products, including animal feed, soil conditioning and landscaping products, electricity and tomatoes. The Group is also involved in the developing bioethanol industry and in seed coating and enhancement technology. AB Sugar is a wholly owned subsidiary of international food ingredients and retail group, Associated British Foods plc (ABF).

ACOR
Spanish cooperative that produces white sugar beet that is refined in Valladolid, Spain. It supplies white and brown sugar to industrial and retail markets. It groups more than 5,000 farmers, and is active in the production and trading of sugar, food oils, biodiesel, products for animal feed, and renewable energy.

Cristalco
Sugar, alcohol and ethanol production. Subsidiary of Cristal Union, an agro-industrial cooperative group that is among the leading European producers of sugar and alcohol which produces c. 40% of the sugar beet acreages in France.

Crop's NV
Global leader in the production, wholesale, retail and foodservice of frozen fruit, vegetables, and ready meals in Belgium and internationally. Production sites in Belgium, Portugal, Spain, Serbia, Costa Rica, and Morocco.

Euricom S.p.A.
Italy's leading group in the rice industry and one of the biggest of its kind in the world. The Group is present on the market with its own product lines of products for private brands. They are active in the production of flour and pasta. Euricom is Kellogg's partner in Italy in their Origins rice project since it was set up in 2013. This is a long-term project to protect the biodiversity and natural resources where raw material is grown.

Ferrero
Fourth largest confectionery manufacturer in the world (Ferrero products are present and sold directly or through authorized retailers in around 160 countries). International group with commercial interests in the Americas, Australasia, Asia and Africa, as well as in Western and Eastern Europe.

Grünewald Fruchtsaft GmbH
Producer and processor of fruits into concentrates, purees, and preparations. The company is based in Stainz, Austria. Grünewald Fruchtsaft GmbH operates as a subsidiary of Grünewald International.

John I Haas
John I Haas is a privately-owned US company, North America's leading hops supplier. It is a family owned and managed company and has been in business for over 100 years. John I Haas is a member of the Barth-Haas Group, the world's largest supplier of hops, hop products and services.

Kepak Group
Meat processing, manufacturing, wholesale, retail and foodservice. Divided into three Strategic Business Units comprising Kepak Meat Division (KMD), Kepak Convenience Foods (KCF) and AgraKepak International. Kepak's nine manufacturing facilities are located across Ireland and the U.K.

Marks & Spencer
Retailer of food and non-food goods. M&S uses 3,000 raw agricultural materials. Key materials include cattle, sheep, pig, poultry, fish and seafood, dairy, eggs, fruit, produce, flowers, plants, flour, sugar, rice, cocoa, tea, coffee, soy, palm and wood. Food business accounts for 58% of turnover.

S.P. S.p.A.
Italian company located in the renowned rice-producing district of Vercelli (North-West Italy), created in 2000. Its core business is the production and sale of loose and pre-packaged rice for third parties and the marketing of its own product lines. As well as producing and marketing loose and pre-packaged rice for private brands, S.P. S.p.A. has its own product lines of prized varieties of rice and handmade pasta.

SUCDEN
Sugar sourcing, logistics, risk management, merchandising, trading, processing and distribution; and other products and services such as cocoa, ethanol, ocean freight, coffee and futures/options brokerage on the world's major exchanges. Logistical and industrial processing activities have been developed in Russia, Brazil, Mexico, India, Europe, USA and several African and Latin American destinations.

Symrise
Supplier of fragrances, flavourings, cosmetic active ingredients, raw materials and functional ingredients as well as sensorial and nutritional solutions. With a market share of 12 % (2015), Symrise is one of the world's top three suppliers in the F&F market. The approximately 30,000 products are primarily produced from natural raw materials such as vanilla, citrus, blossoms, plant or animal materials.

Tesco
Retailer. The company operates in the United Kingdom, the Republic of Ireland, the Czech Republic, Hungary, Poland, Slovakia, Turkey, Malaysia, and Thailand. Approximately 6,902 stores, as well as through the Internet.

SAI Platform Financial Summary 2016

Achieving SAI Platform's vision for sustainable agriculture requires long-term commitment, both financially and from member participation. Our members have shown their support to our vision and goals by contributing to both of these areas on an annual basis. However, we do not take this for granted and every year we renew our commitment to make the best use of all our resources.

In 2016, we had a net increase in membership and in member project contributions, notably for the Doñana and SAIRISI projects. In addition, there was a need to restructure and redefine activities with the Working Groups, Committees and the FSA programme. As a result, our overall expenditure dropped during this transition phase.

At year-end, we finished with a surplus of €235,000. A significant part of this will be spent in 2017 particularly on the work redefined by the Working Groups. SAI Platform maintains a healthy reserve, which is necessary as the organisation continues to grow, and provides for some flexibility for additional workstreams that our membership may request.

The Financial Statements of SAI Platform for the year ended 31 December 2016 have been audited by Fiduciaire TECAFIN SA, Geneva, Switzerland.

SAI Platform team

Executive Committee
as on December 31st, 2016

President
Ulrike Sapiro
Director of Sustainability and Stakeholders, Europe, the Middle East, and Africa, The Coca-Cola Company

Vice-President
Jan Kees Vis
Global Director Sustainable Sourcing Development, Unilever

Treasurer
Adrian Greet
Global Sustainability Programme Director, Mars Inc.

Paul Gardner
Vice President Direct Materials, Danone

Kate Stein
Head of Food Technology - Fresh, Marks and Spencer

Rob Meyers
Sustainability Director, PepsiCo

Ghislain Pelletier
Vice President Agronomy, McCain Foods

Advisory Council
as on December 31st, 2016

Giovana Baggio
Sustainable Agriculture Manager, The Nature Conservancy Brazil

Jason Clay
Senior Vice-President of Markets, WWF

Mark Holderness
Executive Secretary of the Global Forum on Agricultural Research, FAO

Lucy Muchoki
Executive Director, PANAAC

Tony Bruggink
Director, IDH

Erinch Sahan
Senior Policy Adviser on Business and Markets, Oxfam GB Asia

Patrick Wrixon
President, EISA

Secretariat
as on December 31st, 2016

Director of Strategy and Engagement
Peter Erik Ywema

Director of Operations
Jane Duncan

Programme Lead – Fruit and Nuts
Programme Lead – Arable and Vegetable Crops
Farm Sustainability Assessment Implementation Manager
Jenny Edwards

Programme Lead – Beef
Programme Lead – Dairy
Brian Lindsay

Farm Sustainability Assessment Programme Lead
Horizon Committee Lead
Ruth Thomas

Farm Sustainability Assessment Manager
Joe Rushton

Global Events Manager
Brazil Committee Lead
Yael Fattal

Digital Communications Manager
Marco Consalvo

Head of Development, Learning and Implementation
Emeline Fellus (until October 2016)

Communications Manager
Lettemieke Mulder (until March 2016)

Full members*

as on December 31st, 2016

Affiliate members

as on December 31st, 2016

*In SAI Platform statutes: "Active Members".

SAI PLATFORM

15 years

saiplatform.org

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