



Transformation
through collaboration

2021

Annual
Report



About SAI Platform

Founded in 2002, the Sustainable Agriculture Initiative Platform (SAI Platform) is a global not-for-profit organisation transforming the food and drink industry to source and produce more sustainably.

With over 150 food and drink member companies and organisations, we are at the forefront in pioneering sustainable agriculture around the world. We enable our members to share expertise, create solutions to common challenges and promote sustainable agriculture in a pre-competitive environment. Our focus is on beef, dairy and crops where we are developing tools and principles to create secure and resilient agricultural supply chains. Our innovative and industry-focused tools and programmes including the Farm Sustainability Assessment (FSA), Spotlight, the Sustainable Dairy Partnership (SDP), and our under construction programme for regenerative agriculture, lead the way to effective sustainable practices while delivering value to our members, farmers, their communities and consumers.

To find out more about SAI Platform, visit our website: www.saipatform.org

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PRESIDENT'S REVIEW 2021

This year we mark SAI Platform's 20th anniversary and we're celebrating agriculture powered by people. In 2021, we saw the spotlight move onto agriculture, and many businesses were inspired to join and engage with SAI Platform to accelerate our joint effort to lead the transformation to sustainable food systems.

It makes me proud to see how our industry is coming together. SAI Platform's membership grew to over 150 members ranging in diversity and size across the agricultural value chain. To understand better the acceleration of this growth, our numbers have doubled over the last four years. As we move from a small organisation to a medium-sized one, we implemented necessary structural and strategic changes. The Secretariat is transitioning to a more robust matrix-based structure, and we have recruited in several new positions including member engagement, systems support and communications. This recruitment drive will continue in 2022 as we focus on regenerative agriculture and streamlining our IT systems and industry solutions.

In 2021, we put our revised vision, purpose and 2025 goals into practice. The review exercise recognised the challenges facing our members and our growing reputation as the 'boots-on-the-ground' platform for sustainable agriculture.

To structure our goals, we highlighted three key areas that address our members' challenges: Collaborative Action, Theme Leadership and the building of Industry Solutions.

Collaborative Action enables us to engage with our members and other stakeholders to drive change at scale in a geographic area. Thus, creating impact and value for our members. This focus point provides a level of structure and orientation for regional hubs that facilitate deeper engagement within our membership. To date we've seen good

activity in various regions. This includes the peanut project in Argentina or our work on human rights and female empowerment in Turkey and Pakistan respectively. Going forward into 2022, we will continue to examine our role in this space as we consider our ability to create change at scale.

Theme Leadership focuses on collaboration and support to address key sustainability themes and priorities - namely climate, nature and livelihoods. Climate is the driving force of the agricultural transformation. It's also where we see the potential for new financing mechanisms. Agriculture needs to transform by working with nature, hence the importance of regenerative agriculture that aims to regenerate soils, water and biodiversity at landscape level. All of this will only work if we do not lose the focus on the farmer. The significance of farmer livelihoods cannot be neglected and is something that we are integrating into our modus operandi. Farmers need to be more central, and their financial profitability is key to ensure a just transition. If farmers are not in a better position through this transformational process, they will not get onboard, and the shift will not occur.

Industry Solutions aims to create sector-wide solutions to common challenges. Accountability today requires demonstrable and science-based evidence, and we are working towards a metrics approach across our industry solutions. 2021's launch of FSA 3.0, with additions such as the Outcome Measurement Tool and the initiation of the

The need to transform our food system is now more urgent than ever before. The race is on but as a united industry working in collaboration, we can make the difference.



Regenerative Agriculture Programme were clear examples of SAI Platform's ongoing support to our members and the pressing need to revitalise, restore and report on impact.

For the dairy sector, the Sustainable Dairy Partnership (SDP), a B2B Reporting Hub launched in September 2021 marked a significant milestone providing a unified and metric driven approach for dairy processors and buyers to demonstrate their sustainability progress. The SDP Reporting Hub is a key indicator for how the dairy industry at large is undergoing a transformational change towards a more transparent, sustainable and accountable supply chain.

Our members represent a broad cross section of the agri-food industry - from crops and livestock to farm input providers. As a personal takeaway from 2021, the kick-start of the Regenerative Agriculture Programme in December 2021 was a phenomenal display of member engagement and collaboration. The speed to act and the enthusiasm to commit with solid financing from members as well as the aligning of our different industry platforms was an incredible display of why collaborative action is more relevant now than ever.

Sustainability is no longer an option but rather a licence to operate and trade. Legislation and regulations on climate and human rights are coming into place with far reaching implications. There is fervent consumer expectation to not only protect our environment but to regenerate it. Agriculture

is a significant contributor to climate change, and we need to make major improvements. This means that basic elements such as traceability to farms and primary farm data collection are non-negotiable.

20 years of SAI Platform is a significant milestone and it's important to place people at the heart of it. I want to celebrate and thank our members who contribute and actively participate in our working groups, projects and committees. It's important we acknowledge and respect their good will, energy and the time given to SAI Platform.

Let us keep the farmers, the pioneers and innovators who are making the changes on the ground, at the centre of our focus. Only by working together and building even closer relationships will we succeed in this agricultural transformation.

I thank my Executive Committee colleagues for all the effort and hours that they have invested in 2021 and will continue to do so through 2022. Also, my thanks to the Advisory Council for their honest and open input. Finally, the Secretariat who continue to deliver on and meet the challenges of our members.

We are the stewards of this planet, and we need to take care of it. We are responsible and accountable for what we do and how we consume. The need to transform our food system is now more urgent than ever before. The race is on but as a united industry working in collaboration, we can make the difference. ■

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SENIOR DIRECTOR OF OPERATIONS REVIEW

The 2021 Annual Report is the fourth in a series that is covering a seven-year strategic period to 2025. As we celebrate our 20th anniversary, we are reflecting on the past 20 years; looking at our ambitions for the future and how we will amplify and accelerate our impact and practical support for a more sustainable agricultural sector.

The ongoing repercussions of the global pandemic throughout 2021 reinforced the need for resilience, collaboration and to stay connected. It highlighted the fragility of supply chains across all industry sectors coupled with a greater sense of urgency regarding climate change and decarbonisation. We are also seeing a stronger focus on food sovereignty and deglobalisation, both issues that did not dominate the agenda twenty years ago.

Navigating this complex landscape has galvanised our membership and led to considerable growth. From an organisation of 3 founding members, we are now over 150 members. This brings accountability and responsibility as we strive to be a purpose driven organisation that can drive change.

Strong engagement is therefore essential and in 2021, we created a new member engagement role to ensure that we are well informed about members' needs across the broad spectrum of organisations that make up SAI Platform and can address them accordingly. Our inclusive approach aims to be representative ensuring that regardless of size, every member has an equal voice, and we encourage active participation and collaborative action.

In 2021, we focused on peer-to-peer knowledge sharing opportunities on challenges and best practice through subject

specific webinars, online meetings and member interviews and opinion pieces. Such activities enabled us to stay close to our members and facilitated them to work more closely together.

Since 2002, SAI Platform has worked with food and drink companies to champion sustainable agriculture with farmers on the ground and stakeholders throughout the supply chain. 2021 proved hugely significant as we expanded and developed our industry solutions culminating in the launch of the Farm Sustainability Assessment, FSA 3.0, and the Sustainable Dairy Partnership (SDP) Reporting Hub.

As host to the European Roundtable for Beef Sustainability (ERBS), we further developed the Beef Recognition Framework. In 2021, we also finalised a new toolset for wild harvest supply chains and committed to a new industry solution on regenerative agriculture aimed at bringing industry consensus on regenerative principles and a common approach to implementation.

SAI Platform's influence expands into a wide range of geographies and commodities and in 2021 we continued our regional initiatives in the Americas, Brazil, China and Australia. Such initiatives have helped SAI Platform to become a globally recognised and credible industry voice in the field of sustainable agriculture and continuous improvement.



Momentum is building, efforts are accelerating, and all stakeholders are changemakers from farmers through to citizens at large. Farmers are key to food production and therefore will ultimately determine change at ground level. As an organisation, it is essential that we work closely with farmers and understand the realities of farming against a background of climate change, market volatility, demographics and livelihoods.

Our opinion is increasingly being sought on the global stage, and we saw this reflected in invitations to speak at the World Biodiversity Summit, COP 26, Business for Nature as well as a request to present our industry solutions to the European Commission.

Our Annual Event focused on "Recognising the value of agriculture for a thriving future" and the International Executive Programme (IEP) on Sustainable Sourcing and Trade brought together our members and other stakeholders for thought provoking discussions on collectively addressing global challenges.

Momentum is building, efforts are accelerating, and all stakeholders are changemakers from farmers through to citizens at large. Farmers are key to food production and therefore will ultimately determine change at ground level. As an organisation, it is essential that we work closely with farmers and understand the realities of farming against a background of climate change, market volatility, demographics and livelihoods.

In this time of unprecedented change, SAI Platform can be proud of what it has achieved in 2021 across its three strategic pillars, namely collaborative action, theme leadership, and industry solutions. We have grown as an organisation in numbers, maturity and strength as we look to fulfil our vision and put our purpose into practice for the next 20 years and beyond.

I would like to thank in particular our Executive Committee and the Secretariat who have made this year the success it has been. I would also like to thank our members and the people at the heart of their supply chains. They are the people who we look to as we strive to transform to a more sustainable food system. ■

OUR PATH TO 2025 BUILDING A SUSTAINABLE FUTURE, TOGETHER



New vision

A sustainable, thriving and resilient agricultural sector that protects the earth's resources, human rights and animal welfare.

New purpose

To harness the collaborative power of our members to accelerate the widespread adoption of sustainable agriculture practices and the transformation to sustainable food systems.

Our priorities

To foster the widespread adoption of sustainable agriculture practices through collaborative action, theme leadership, and industry solutions.

● COLLABORATIVE ACTION

● THEME LEADERSHIP

● INDUSTRY SOLUTIONS

2025 Goals



COLLABORATIVE ACTION

- Active and engaged membership.
- Landscape level projects delivering tangible outcomes / measurable impact with members on the three key themes (climate, nature, livelihoods).
- Reporting that demonstrates the scale and impact achieved through SAI Platform collaborative action.



THEME LEADERSHIP

- Clear outcome metrics established and widely adopted for climate, nature and livelihoods.
- A knowledge platform for aggregation of knowledge and best practice on climate, nature and livelihoods.
- Establish meaningful partnerships with industry experts to leverage resources and avoid duplication.



INDUSTRY SOLUTIONS

- Metrics integrated into the Farm Sustainability Assessment (FSA), the Sustainable Dairy Partnership (SDP) and the European Roundtable for Beef Sustainability (ERBS).
- Reporting that aggregates and demonstrates the scale and impact achieved through SAI Platform industry solutions.
- Scale of adoption demonstrated through:
 - a. FSA coverage > 500K farmers
 - b. SDP coverage > 50% global traded volume
 - c. ERBS coverage > 50% European volume



“It’s the farmer who is at the centre of this transformation of agricultural practices that we seek.”

HANS JÖHR
HONORARY PRESIDENT SAI PLATFORM

Honorary SAI Platform President Hans Jöhr retells the beginning of SAI Platform, the impact it has had on his professional journey and why SAI Platform is now as relevant as ever.



Hans, you’ve been involved with SAI Platform from the very start. How was it different then from now? And what have been the key factors to its continuity?

If we look back to 20 years ago, there were already public and societal discussions about agricultural production technologies going on around the world. Debates were polarised between organic and conventional production practices and the massive use of synthetic plant health and fertiliser products.

The result of this was that farmer organisations, retailers, traders and brand owners were trying to differentiate themselves with their own individual solutions and in parallel trying to find a middle ground. On the consumer front, the response to meeting demands and preferences was the start of a labelling race: the use of certification schemes and verification procedures, that additionally complicated the life of farmers and raised costs. This myriad of non-verifiable farming practices led to confused consumer communication and ignited the response of the food industry to set a common baseline by creating good agricultural practices (GAP) via a pre-competitive approach to simplify farming practices for producers and suppliers alike as well as engage in an open discussion to define “sustainable agriculture”. That was the beginning of the Sustainable Agriculture Initiative Platform (SAI Platform).

Created by Danone, Nestlé and Unilever, SAI Platform began a long-term commitment to create pragmatic tools and instruments, based on common principles and practices. By implementing good agricultural practices with their suppliers / farmers, capacity at farm level built progressively and thousands of individuals were trained to continuously improve in sustainable agriculture practices for livestock and crop production at local, regional and national levels. Early successes motivated more and more companies to join SAI Platform’s activities as impact and outcome became visible and recognised in the supply chain.

Now, with more than 150 member companies, SAI Platform has



been proven to be effective and impactful. Looking to the immediate future, the evolution of the concept and system of regenerative agriculture will build on the work done over the last 20 years. Facing the many challenges the world food system is exposed to, such momentum is highly motivational, as speedy urgent actions and leadership by the food industry are key. Fortunately, we have strong alignment to implement that transformation today.

Over those 20 years, what has SAI Platform meant to you personally and professionally?

SAI Platform, being created as an open-source knowledge sharing instrument, established a culture and mindset to co-develop and co-create and disseminate shared learning for immediate application at farm level. Many sourcing specialists and colleagues of the first member companies really benefitted from this engagement, resulting in many long-lasting and trusted friendships and the stimulation of personal learning.

This continuous transformation of agricultural production systems for the better, world-wide, as well as simultaneously witnessing the growth of SAI Platform, gives me enormous professional satisfaction.

How have you seen the food and drink industry change over the last 20 years?

From food security to evolving farm production methods, the global food supply chain has been widely impacted by the focus on health, safety, and self-sufficiency. With consumers educating themselves

on the greater impact of their food choices and making conscious decisions in their diets, it is clear we are shifting towards a new era of healthy eating, sustainability and a more resilient lifestyle.

Global consumption of fruits, vegetables, nuts and legumes will increase, and consumption of foods such as animal protein and sugar will fall as consumption of plant-based products increases.

Educating ourselves in these challenging areas will not only change our individual lives and will, in effect, change the overall well-being of the food industry and will also drive change in environmental and farming solutions.

As an industry organisation, where and what are the issues that we should be collectively focusing on as we look ahead to another 20 years?

The values, culture and mutual respect focused on common objectives and impact are essential for any organisation. For SAI Platform, active world-wide, strong intercultural competences, and intuition as well as local decision-making power will become more relevant, as the implementation and development of regenerative agriculture looks set to unlock local and regional knowledge potential and the talent necessary to succeed.

That also triggers new skills and knowhow at SAI Platform’s “orchestrating team”. Operating in a very virtual manner, team members must have a global mindset as well as maximising the use of technology for the benefit of the team and to

support the information flow with different media. Cultivating trust and credibility is key. Excellent professionals live up to these values with expertise, continuous training and exchange.

SAI Platform has a very strong purpose and focus to support farmers in their plight to produce nutritional food of high quality, that is accessible and affordable to everybody, without jeopardising the environment while respecting social and animal welfare conditions. This is an overall consumer and societal demand.

And finally, we’re celebrating “People Powered Agriculture” to mark the milestone of 20 years of SAI Platform, what does that mean to you?

For me “People Powered Agriculture” clearly acknowledges the value of farmers. It is essential that we pay tribute to them and the job they do. They are responsible for the supply of raw materials for our diet, but they are also the stewards of natural resources. Therefore, the farmer is at the heart of the transformation of agricultural practices that we seek. When we think about company commitments and goals, ultimately it is not the government, or the manufacturers who will make this happen, but the farmer. ♦

ABOUT US

OUR MEMBERS

In 2021, SAI Platform reached a total of over 150 members working on collaboration to catalyse change and make sustainable agriculture a pre-requisite for doing business throughout the food and drink value chain.

FULL MEMBERS
IN SAI PLATFORM STATUTES 'ACTIVE MEMBERS'





AFFILIATE MEMBERS



Membership in the supply chain

85%
Full

84
Processors

74
Manufacturers

16
Farmer cooperatives



9
Retailers

5
Traders



15%
Affiliate

11
Agricultural, farm support

3
Input providers



1
Non-food & drink

1
Assurance scheme, standard, certification



NEW MEMBERS IN 2021

We welcomed 30 new members to SAI Platform in 2021. This brought our total to 152 food and drink member companies and organisations signifying an important industry realisation of urgency and that through collaborative action we can go further, faster.

Full

- ADM
- AMPLISOURCE
- BRITVIC
- CALIFORNIA DAIRIES
- CAYUGA MARKETING
- CONSTELLATION BRANDS
- CRISP MALT
- DREHER
- FGF TRAPANI
- HERSHEY'S
- INTERFOOD
- ITI TROPICALS
- LYCKEBY (SSF)
- NOREX FLAVOURS
- ORTOGEL
- PICAMA GROUP (SONO GLOBAL)
- SABIRLAR
- SAVENCIA FROMAGE & DAIRY
- SIMPSONS MALT
- SYNLAIT
- TARGET
- TONNIES
- TREATT
- VICENTE TRAPANI

Affiliate

- BADER
- HZPC
- KOPPERT
- SCOULAR
- SYNGENTA
- YARA INTERNATIONAL

126

Members
Dec 2020

152

Members
Dec 2021

30

New members
Dec 2021

5

Exits
Dec 2021



The **Archer-Daniels-Midland Company**, commonly known as ADM, is an American multinational food processing and commodities trading corporation founded in 1902 and headquartered in Chicago, Illinois.

SAI Platform provides us with opportunities to collaborate with our partners in the industry, which is going to be key in generating innovative solutions to transform agriculture and make it more climate friendly.

We joined SAI Platform because we saw an opportunity to bring our knowledge and experience of different crops and geographies as a contribution to help accelerate the creation of a more resilient and sustainable global food system.

Ana Yaluff
Head of Sustainability,
EMEA, ADM



Started in 1986 as Graybill Processing, LLC, **AmpliSource** offers comprehensive, sustainable, and cost-effective by-product management solutions to the food manufacturing industry, and quality resources to livestock producers, feed suppliers and others.



BADER is one of the world's leading manufacturers of leather. Its skills and know-how in development, innovation and manufacturing from leather to interior components like seat covers ensures the supply base for almost all major car brands worldwide.



Britvic plc is a British producer of soft drinks based in Hemel Hempstead, England. It produces soft drinks under its own name, and several other brands. Headquartered in the UK with major operations in Europe and Brazil they have invested significantly in their supply chain, manufacturing sites, brand innovation and people to build on their rich heritage and deliver sustainable growth today and in the future.



Established in 1999 as the result of a successful merger of three prominent California dairy processing cooperatives, **California Dairies, Inc.**, is a milk marketing and processing cooperative co-owned by nearly 400 dairy families.



Born from the vision of a dedicated group of farmers in Central New York, **Cayuga Marketing** is owned by passionate farmers with absolute commitment to producing the highest quality.



Constellation Brands, Inc. is an American producer and marketer of beer, wine, and spirits. Constellation is the largest beer import company in the US, measured by sales and has the third-largest market share of all major beer suppliers.



Crisp Malt was formed in 1870 in Norfolk, UK. It produces and supplies malt to the brewing and distilling industries. Crisp Malt operates in the UK, Denmark, Poland and Germany, where they source raw materials for their production facilities.



Dreher Group is a medium-sized family business founded in 1924. At its headquarters in Stockach, Germany fruit juices as well as concentrates and purees are produced. In 2017 a second production site opened in Koprzywnica, Poland producing apple juice in the highest quality.



FGF Trapani is a family business founded in 1937, with more than 80 years dedicated to the production of citrus. FGF Trapani's main products are fresh lemon and its industrial derivatives such as essential oils, juices and dehydrated peel.



The Hershey Company is headquartered in Hershey, Pa., and is an industry-leading snacks company known for bringing goodness to the world through its iconic brands, remarkable people and enduring commitment to help children succeed. Hershey has approximately 17,000 employees around the world who work every day to deliver delicious, quality products.

We joined SAI Platform to help drive sustainable solutions for the growing communities and ecosystems that provide the core ingredients our company relies on and move to the forefront of promoting positive change.

We are leveraging SAI Platform's industry solutions like the FSA and the SDP to strengthen our approach to responsibly sourcing our priority ingredients including dairy and sugar.

Bethany Fitzgerald
Responsible Sourcing
& Global Supply Chain Leader,
The Hershey Company



Founded in 1898 and rooted in The Netherlands, **HZPC** is a global market leader in seed potato trading, innovative breeding and concept development.



The **Interfood Group** is a privately-owned company and a leading global dairy supplier, facilitating the distribution of 1.100.000 MT of dairy products per annum. Interfood's product range consists of products such as full cream milk powder, skimmed milk powder, buttermilk powder, whey powder, butter, butter oil/AMF, cheddar, gouda, edam, emmental, mozzarella, casein, caseinates, MPC, WPC, infant milk powders, liquid milk products and concentrates, condensed and evaporated milk, and tailor-made dairy specialties.

We believe that Interfood, occupying a position in the centre of the supply chain between farmers, processors and users, plays an important role as a responsible value chain partner. For that reason, we decided to become an active member in the Dairy Working Group in various work streams of the SDP and became a member of SAI Platform.

Sustainability became one of our strategic pillars. We take this seriously and want to act accordingly towards the industry. We feel sustainability, and the transition to net zero in particular, is of increasing importance to our key accounts and we want to help them in this important journey.

Nancy Winkelmolen
QA Coordinator,
Interfood



iTi Tropicals is a leading supplier of tropical and exotic fruit juice concentrates and purees, headquartered in New Jersey, US. iTi's key sourcing regions include Ecuador, Peru, Brazil, India, the Philippines, Sri Lanka, and Indonesia.



Koppert Biological Systems produces sustainable cultivation solutions for food crops and ornamental plants. Together with growers and in partnership with nature, they work to make agriculture and horticulture healthier, safer, more productive and resilient. It is achieved by using natural enemies to combat pest infestations, bumblebees for natural pollination, and bio stimulants that support and strengthen the crops both above and underground.

We learned about the value of SAI platform and were impressed. We have become part of some projects and developments, including the Regenerative Agriculture Programme. We look forward to helping to change the global food production system for the better.

Globally we see policy changing for the benefit of positive agriculture. We want to connect those policy and regulatory changes to actual crop growing and we are convinced SAI platform can enable such connections.

Evert Hamblok
Corporate Manager Regulatory Affairs,
Koppert



Sveriges Stärkelseproducenter (SSF) förening u.p.a. is a Swedish starch company owned by some 500 potato growing producers. The company produces, develops and sells native potato starch, modified starches and potato fibers to the global food industry under the Lyckeby brand.



Since its inception in 1994, **Norex Flavours** has earned strong hold over the market by manufacturing and exporting an extensive assortment of aromatic chemicals & essential oils. Norex is situated in close proximity to the fertile fields in Western U.P. where the raw material crops are sourced.



Ortogel SpA is an Italian company based in Caltagirone, Sicily (Italy). Established in 1978, Ortogel is a leader in farming citrus including blond orange, blood orange, lemon, grapefruit, tangerine.



Picama Group is a fully integrated fruit processing and supply business with its own sourcing, production, supply chain management and sales businesses all around the world. Founded in 2010, Picama Group is registered in the UK and wholly owns three main subsidiaries, known as Sono Global Group: Pinora (Ghana), Sono Brazil (Brazil) and Sono BV (Rotterdam).

We joined SAI Platform due to considerable customer demand for products that met FSA requirements. We also felt that SAI Platform reflected our sustainability drive.

We felt that we were ready to join in this specific year as we have identified sustainable development as a key driver in the growth of our business. During this year, we have set goals and aims to improve our sustainability moving forward.

Jared Rolfe
Sustainability Manager,
Picama Group



Sabirlar Hazelnut is a family-owned company specialised in hazelnut export since 1965. They supply shelled and processed Turkish hazelnuts to many multinational confectionary and chocolate manufacturers and export about 10 000 mtons to 40 different countries.



Savencia Fromage & Dairy is an independent, family-based group focused on high value-added cheese and dairy specialties. It is the second French cheese manufacturing group and fifth worldwide. Headquartered in Viroflay, France, Groupe Savencia employs over 20,000 people, it has subsidiaries in 31 countries and brands are sold in 120 countries. Brands include Caprice des Dieux, Saint Agur, Rustique, Papillon, Ile de France and Elle & Vire.

As a significant milk collector on the global scene, we want to make a difference when it comes to agricultural sustainability and towards our consumers. Getting involved as a SAI Platform member is a good way to accelerate best practices among our 11,000 milk suppliers around the world in order to improve our environmental footprint.

Already engaged in global and local sector organisations, we strongly believe in building solutions through collaboration and having a bigger impact together. The Covid-19 pandemic, growing consumer expectations and the gathering pace of climate change and loss of biodiversity have strengthened these convictions.

Sophie Godet-Morisseau
General Manager Milk Supply,
Savencia



Scoular is a 128-year-old company headquartered in Omaha, Nebraska. It creates safe and reliable supply chain solutions for end-users and suppliers of grain, feed ingredients and food ingredients. From more than 100 offices and facilities in North America and Asia, Scoular's 1,000+ employees lead the way by buying, selling, storing, handling and processing grain and ingredients as well as managing transportation and logistics for customers around the world.



Founded in 1862, **Simpsons Malt** is a fifth-generation, family-owned business dedicated to ensuring the supply of high-quality malt to their global network of customers.

Sustainable sourcing is being demanded by the consumer and ultimately, it is our responsibility that we work to source the most sustainable raw materials for our malting process that we can. SAI Platform brings members together from across the globe working towards one common goal, to harness collaboration for widespread change.

Following the implementation of SAI Platform's FSA into our supply chain in early 2021, we feel that we are now in a position to share our knowledge and findings with the SAI Platform community and help to bring meaningful change to sustainable food and drink production.

Ben Gothorp
Sustainability Manager,
Simpsons Malt



Syngenta is one of the world's leading agriculture companies with headquarters in Switzerland. Its ambition is to help safely feed the world while taking care of the planet. Syngenta aims to improve the sustainability, quality and safety of agriculture with world class science and innovative crop solutions. Its technologies enable millions of farmers around the world to make better use of limited agricultural resources.



Synlait Milk combines expert and sustainable farming practices with state-of-the-art manufacturing processes to produce a range of nutritional milk products that provide genuine benefits for human health and wellbeing. Synlait has a disruptive, innovative spirit combined with resolute determination to do the right thing for planet and people.



TARGET

Target is one of America's leading retailers. Target is headquartered in Minneapolis, Minnesota, where it established itself as the discount division of the Dayton's Company.



The **Tönnies Group** is a family company and one of the largest slaughter and processing companies for pigs and cattle. The international company has approximately 16,500 employees, and in 2018 generated annual revenue of EUR 6.65 billion.



Treatt is a natural extracts and ingredients manufacturer to the global beverage, flavour and fragrance, and consumer goods markets with bases in the UK, the US and China.

We were becoming increasingly aware of the great work and projects encompassed under SAI Platform. By joining we will be in a stronger position to share best practice and knowledge, as well as embed and implement sustainable practices in our supply chain.

We joined SAI Platform at a time when we were taking a deeper look at our supply chain and the standards available to support our new sustainable supply chain strategy. SAI Platform and its standards enable us to offer transparency and reassurance to our customers, while collaborating across the industry to support sustainable agriculture.

Katie Severn
Global Sustainability Manager,
Treatt



Founded in 1935, **Vicente Trapani SA** is an agro-industrial company, sustainably producing lemon and its derivatives, from the field to the world. Their production center and offices are located in Los Nogales, North of Tucumán, Argentina.



Yara grows knowledge to responsibly feed the world and protect the planet. Supporting a vision of a world without hunger, it pursues a strategy of sustainable value growth, promoting climate-friendly and high-yielding crop nutrition solutions for the world's farming community and food industry.

We see sustainability as a challenge to innovate, create and experiment in new ways of producing and doing business. By joining SAI Platform, we look forward to showing openly and clearly our commitment to work consistently across economic, social and environmental dimensions.

This has been a key year for us. The main objective is to be able to know where we stand and identify all the opportunities, we have to ensure that our activities are friendly to the environment and the community as well as profitable. We are sure this is the correct way forward.

Andres Gonzalez
Director,
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as on 31st December 2021

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as on 31st December 2021

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LEADERSHIP

REGIONAL REGENERATIVE AGRICULTURE PROJECT LEADS TO AMBITIOUS GLOBAL PROGRAMME

SAI Platform acknowledges that agriculture's long-term resilience depends on how quickly we develop and implement truly resilient and regenerative farming systems. The Regenerative Agriculture Programme, announced in December 2021 for launch in 2023, was born out of the urgent need for a practical, industry wide response to critical environmental decline in farming regions worldwide.

The Regenerative Agriculture Programme is grounded in key principles and our approach to continuous improvement and philosophy of collaboration. It offers a practical way for transforming agricultural systems at scale.

At this stage of development, we are concentrating on establishing globally relevant and locally impactful regenerative principles that can drive increases in on-farm regenerative capacity.

THE REGENERATIVE AGRICULTURE PROGRAMME IN CONTEXT

Food and drink companies are searching for ways to react to the growing sense of urgency as well as rising consumer demand for products that are more than just "sustainable".

As Nick Betts, Regenerative Agriculture Director at SAI Platform, said "Many companies want to support farmers in building resiliency on-farm to increase their regenerative capacity and ability to deal with climate change so that their farms remain viable. To do this effectively a harmonised and aligned approach is required as to what regeneration means on farms across a diverse global landscape and common outcome measures."

Despite their desire to put frameworks in place, companies face several challenges. These include focusing on the right indicators, fulfilling diverse needs of all stakeholders, integrating with, and adding to existing solutions, and avoiding duplication and divergent demands. This is before the highly complex nature of supply chains is taken into account.

SAI Platform's Regenerative Agriculture Programme sits at this nexus.



**THE ADVANTAGES OF A COMMON
INDUSTRY-WIDE INITIATIVE**

As members know, any change in agriculture takes a long time. It therefore makes sense for a programme to be rooted in existing tools and approaches. SAI Platform already has considerable experience in building these tools and enabling additionality to enhance them.

Our industry solutions such as the Farm Sustainability Assessment (FSA), the Sustainable Dairy Partnership (SDP) and the European Roundtable for Beef Sustainability (ERBS) are already widely used. Being modular, they have the potential to integrate regenerative agriculture.

To be credible, regenerative agriculture achievements need to be acknowledged as such. For farmers, an industry approach to regenerative agriculture must consider the unique situation of each farm and enable practical solutions that support farmers in introducing regenerative practices that make financial sense. Other stakeholders require reporting that is demonstrable and independently verifiable.

SAI Platform offers a collaborative space to discuss how value is generated and distributed through implementing regenerative agriculture. Our tools already include independent verification and benchmarking.

Building on these elements, the Regenerative Agriculture Programme has the potential to accelerate learning and be efficient at a large scale.

A TIMELINE TOWARDS TRANSFORMATION

SAI Platform's regenerative agriculture initiative began in 2020 with an Americas Working Group project that led to "Version 0" of the framework for the global Regenerative Agriculture Programme.

In 2020, members and partners aligned around a working set of five principles of regenerative agriculture, created a Menu of Indicators to support practical on-farm implementation and scalable adoption and actively promoted the message of regenerative agriculture. By the end of 2020, 12 members were part of the project, scoping solutions to cover every crop grown in North America.

Version 0's approach was one of engaging farmers and supporting them as they increase the regenerative capacity of their farms, aligning industry and market expectations and demonstrating regenerative impacts on-farm and across landscapes and regions.

When Version 0 was announced, Andrew Utterback of Ingredion said, "We see regenerative agriculture as a path forward to better resilience in our supply chain, better productivity in a changing climate for our grower partners, and a way to address pressing issues such as GHG emissions and water scarcity."

The goal is to have regional learning hubs in place globally and 25 projects underway to capture, aggregate, and mobilise knowledge and key learning points across multiple eco-regions, farming systems and farmer demographics.

"Our Regenerative Agriculture Programme aims to have a positive impact on all aspects of agriculture," explained Nick Betts, Regenerative Agriculture Director at SAI Platform.

WORKING IN PARTNERSHIP

SAI Platform is working in partnership with One Planet Business for Biodiversity (OP2B), the unique international cross-sectorial, action-oriented business coalition on biodiversity. When the partnership was announced, Florence Jeantet, OP2B General Manager said, "For us, this is an important milestone in implementing regenerative agriculture."

SAI Platform and OP2B's regenerative agriculture initiatives will co-evolve as they progress and gather knowledge, bringing in more partners along the way.

To make sure we are always accountable, we are working with experts from all parts of the supply chain as well as special advisors from academia, NGOs, industry partners and associations.

LOOKING AHEAD

In 2022, SAI Platform and its partners will guide and lead growth while creating the blueprint for the Regenerative Agriculture Programme to be rolled out across crop and livestock farming worldwide in 2023.

As Nick Betts observed, "Our collective mood is one of determination and excitement. We believe that regenerative agriculture needs to become the norm. Based on our experience of pre-competitive collaboration and creating the tools that have successfully transformed agriculture already, we know this collective is among the best placed to make regenerative agriculture a reality and we're getting on with the job." ■



**“Our Regenerative
Agriculture
Programme
aims to have a
positive impact
on all aspects of
agriculture” — Nick
Betts, Regenerative
Agriculture Director
at SAI Platform**



“Clearly, we have now reached the tipping point for the transformation of the food system, which has been underlined by the acceleration of activities to implement regenerative practices.”



From an agronomist’s perspective how do you see the future and the next 20-years, and how do you see SAI Platform’s role there?

Anke Kwast: As I see it, there will be much more collaboration within the food system. Sharing the same targets, concerted action, standardisation and integration will be key to reaching them at scale and in a cost-effective manner. And it is here that SAI Platform will be a key enabler to move from theory to practice.

ANKE KWAST
VP CLIMATE NEUTRAL ROADMAP & BUSINESS SUPPORT

This year SAI Platform turns 20! And to help us celebrate this incredible milestone we’re talking to some of our members and partners who have helped us develop and champion sustainable agriculture over these last twenty years.

Affiliate member Yara’s Anke Kwast, VP Climate Neutral Roadmap & Business Support sat with us recently to give an agronomist’s perspective on the important role of collaboration within the food system, regenerative agriculture, empowering farmers and the next twenty years for SAI Platform.

The real impact on nature and climate will come from the ground, from how our food is produced. Again, this is where SAI Platform needs to continue to lead a positive “can do” approach for farmers and enable

continuous learning, trust building and value capture.

SAI Platform’s role will be key in facilitating engagement and the implementation of suitable solutions for farmers.

SAI Platform can help enable local adaptation and establish pragmatic, cost-effective and reliable systems to measure, report and verify the sustainability performance of crop production.

It’s vital that over the next 20 years, we earn the trust of the various farming communities, initiative by initiative, step by step to transform to a sustainable and regenerative food production system.

The concept of regenerative agriculture is not a new methodology; however, we are now seeing an acceleration to implement regenerative practices at farm level. What has caused this change of direction? Is it for the better? And what is different in terms of what we’ve be doing up until now?

Anke Kwast: Yes, it is for the better and it is not only about agriculture. Nature, climate and our food system are important to all of us. Fortunately, this is now better understood by businesses, governments, and civil society, which is critical as they need to work together to drive a system change.

Clearly, we have now reached the tipping point for the transformation of the food system, which has been underlined by the acceleration of activities to implement regenerative practices.

If we look at the concept of regenerative agriculture, it means implementing science-based practices to serve a “climate neutral and nature positive” food system. This concept needs to be translated into a framework to provide guidance for its application. This framework must then become a global standard whereby it can be anchored within existing initiatives like Science Based Targets and is verified by

experts and frequently updated. By having this framework, we can address all relevant aspects, such as nature, climate, food security and prosperity; it will enable an evolution from practice-based to outcome-based metrics and be harmonised within the food system to ease scale and cost-effectiveness.

The objective of such a framework would not be to provide a detailed recipe for execution, as this requires another step with local adaptation to address the larger heterogeneity of agriculture.

The execution of regenerative farming requires action on the ground and close collaboration with farmers and SAI Platform can take a central role in execution at scale. On the farmer side we need to create awareness including - what is in it for the farmer? We need to improve and scale up knowledge transfer - so what needs to change? And finally, to identify barriers - what is required to enable this transformation?

How do you see the role of input providers in terms of driving transformation and how is that role different to others along the value chain? Do you see that role developing as we look ahead?

Anke Kwast: As a member of SAI platform, Yara is keen to actively support both, the engagement and implementation of regenerative agriculture practices on the ground by sharing our knowledge and providing solutions.

We are an input provider, our 60 years of experience on international field trials as well as a global presence on the ground with about 800 agronomists with crop nutrition expertise we’re able to provide knowledge and solutions-oriented thinking. We have multiple approaches that include a toolbox for smallholders and large-scale farmers for sustainable crop

nutrition including planning- and analytical services for soil health management and precision farming technologies for dynamic nutrient management during the season.

From a research and development perspective, our role differs. We have gathered expertise on sustainable crop nutrition, product development of highly efficient fertilisers, bio stimulants, circular and organic fertilisers, tools and services for sustainable management of nutrients and water. And all of this farmer connectivity and engagement via digital tools and services such as AtFarm will continue as we look ahead.

Finally, as you know, SAI Platform is 20 years old this year, what does “People Powered Agriculture” mean to you?

Anke Kwast: Congratulations on 20 years of sustainable agriculture initiatives to all the purpose-driven people who have made this happen! Agriculture is powered by people, from farmers to factory workers, and we must all work together to transform the food system for both people and planet. SAI Platform’s experience will help us to keep the confidence and stamina required to do just that! ♦

To read Anke’s full interview visit <https://saipatform.org/our-work/news/interview-with-anke-kwast-of-yara-international/>

HARVESTING THE FUTURE PROJECT

A SOLID FOUNDATION FOR CHANGE IN TURKISH LABOUR CONDITIONS

By the time it ended in November 2021, the first phase of the Harvesting the Future project had achieved greater understanding of the risks and root causes of child labour and labour rights violations in Turkey. It had also led to positive change in six key commodity supply chains.



The project, which began in 2019, was initiated by SAI Platform members with interests in the region who were keen to help make recruitment in Turkey more responsible. After research had begun, project members became aware that the Fair Labor Association (FLA) were intending something similar so we joined forces.

Together, members and the FLA focused on child labour, hazardous work, informal work, excessive working hours, minimum wages and access to services such as hygiene and sanitation.

Other key stakeholders included buyers, suppliers, Turkey's Ministry of Labour and Social Security, labour intermediaries and workers.

In 2020, the FLA mapped supply chains of participating companies and provided training on fair recruitment, decent work and addressing child workers in upstream labour chains. The FLA also identified and profiled labour contractors to understand how workers were recruited as well as health and safety challenges.

The main tool used in the Harvesting the Future project was supply chain mapping, enabling the project team to locate challenges. By the project's conclusion, 20 supply chains and over 9000 workers' movements had been mapped. Training had been provided to 89 people from companies and suppliers along with 105 labour intermediaries. On the ground, labour conditions for seasonal migrant workers are improving.

In February 2021, seasonal agricultural worker 45-year-old Mustafa said, "Things have started to get better. There is water to drink, and better living conditions. We even had electricity in our accommodations for the first time. It feels so good to rest in decent conditions after long, hard days."

Things have started to get better. There is water to drink, and better living conditions.
— Mustafa, seasonal agricultural worker

Labour intermediaries are also now armed with vital information about their legal rights and have been offered help to become legally registered employers.

Although there is still a long way to go, industry stakeholders share a far deeper understanding of current working conditions, where the risks are and what is needed to minimise them. Within Turkish supply chains, there is greatly improved trust and compliance. Supply chain actors have the tools to enable real transformation.

Also, SAI Platform members now have access to the supply chain mapping tools that were used throughout the project, enabling them to start mapping within their own supply chains.

In December 2021, 40 representatives from 15 suppliers attended "train-the-trainers" sessions held by the FLA equipping them to educate and train farmers, intermediaries, and workers within their supply chains. This brings SAI Platform's involvement in the project to a close.

As Leah Blechschmidt, Project Manager, SAI Platform said, "Partnering with the FLA, SAI Platform has helped empower members to better understand risks within their supply chains and work towards mitigating those issues." ■

PROJECT PARTNER



FLA



REBECCA LARSON
WESTERN SUGAR COOPERATIVE
CHIEF SCIENTIST AND VICE
PRESIDENT OF GOVERNMENTAL
AFFAIRS



Western Sugar Cooperative's Rebecca Larson is Chief Scientist and Vice President of Governmental Affairs. Rebecca has a Ph.D. in Plant Science and has spent over 22 years in the sugar beet industry advancing plant production with a focus on sustainable intensification. She is a member of the Crops and Americas Working Groups.

“Regenerative agriculture acknowledges that farmers know their land better than anybody. It puts them back in the driver’s seat to implement practices suitable to their land that will drive positive outcomes”

What do you feel SAI Platform has achieved for your organisation?

We joined roughly five years ago and since then we've been very active in the FSA portion of SAI Platform.

Our customers who are members of the Sweetener Users Association request verification that the sugar they're buying is produced sustainably. We gained a certain level of credibility when we completed the FSA as a farm management group and achieved the gold standard.

What part would you say SAI Platform has played in transforming the food and drink industry, sweeteners in particular?



It's brought us all together to speak a common language rather than everyone having their own little programmes. Our customers can now say they require at least FSA silver equivalency from domestic suppliers as what defines sustainable sourcing for sugar.

Our customers making this request has not changed the market dynamics, since there is no "value add" for sustainable sugar, but at least we know what type of goal we're working towards together.

Has SAI Platform generally raised the platform of sustainability?

I think so. It has been specifically recognised by a large percentage of our customer base as a preferred platform. So, there's a global recognition that it's a platform of choice. Further evidence of this are new platforms that are proprietary to some major consumer packaged goods manufacturers that have or are working towards obtaining FSA equivalency.

What are the challenges that the sweetener industry faced in 2021?

Extreme weather and inflation are two things that are real and impacting us and will continue to do so. The last five years have been very disruptive in terms of extreme weather and inflation is outrageous in the US going into 2022. Unfortunately, even though fertiliser prices have increased over 500%, we are unable to raise the price of sugar.

Also, we're 100% irrigated so we're critically aware of the need to protect the water supply.

We periodically face drought conditions in the Rocky Mountain West and if they were to be more prolonged, we are aware this could create serious issues for all of agriculture. That is why we're focusing on funding research to improve water use efficiency to protect farmer resiliency.

You're involved with regenerative agriculture. This was originally driven by the Americas Working Group. Why is that do you think?

I think it's an easier lift for us based on the technology we have available. The regenerative agriculture initiative was driven by the Consumer Packaged Goods (CPG) manufacturers through SAI Platform since recent increased interest in the practice. Having a unified platform with agreed upon standards for principles, indicators and outcomes streamlines implementation throughout the value chain.

When we got involved, farmer participation was limited. Having a producer voice in the discussion helps gauge what is feasible at farm level. For our farmers, regenerative agriculture is part and parcel of what they're already doing. However, using the Regenerative Agriculture Programme we can highlight achievements in the space as well as identify areas for continuous improvement.

With this platform, we can dive deeper into the nuances of agriculture. It's a positive thing that our customers and consumers alike are willing to look beyond labels (conventional/organic/genetically engineered) to discuss outcomes. Moving into that space, every type of farmer

can participate. Looking at the big picture, the major shift with regenerative agriculture is going from doing no harm to let's leave things better than they were before. This aligns with the hearts of farmers. Most have inherited their operation from generations that farmed before them, and they want to leave the ground to future generations in better shape than when they found it, protecting both their legacy and their livelihoods.

What do you think the mood is within the Americas Working Group in relation to regenerative agriculture specifically?

I feel a sense of urgency because we've done a lot of work developing the indicators and outcomes and there have been a lot of requests to implement the framework.

The fact that the focus with regenerative agriculture is on farmers and outcomes is fantastic. Social media has really changed farming in that it's put so much emphasis on practices: Is food and drink conventionally farmed or organic? Are you using genetically modified crops or not? And so on. This easily leads to labelling practices as bad or good, in an unscientific way.

Regenerative agriculture acknowledges that farmers know their land better than anybody. It puts them back in the driver's seat to implement practices suitable to their land that will drive positive outcomes, it is not prescriptive, one size fits all thinking. I think it's going to help consumers see that farmers are scientists in their own right when it comes to being stewards of the land. ♦

CONSTANT EVOLUTION AND GROWING BENEFITS FOR MEMBERS

SAI Platform has been operating in Australia for nearly 15 years. This is a significant achievement and demonstrates that we have continued to evolve and provide value and benefits for members.

Today, there is a wider recognition of the need for Australian agriculture, food, fibre, and fishing to be sustainable, and to demonstrate its credentials to the communities we operate in, as well as to our customers and consumers. The key issue has moved from 'why' sustainable agriculture is necessary to 'how' it can be implemented through practice change.

The Covid-19 pandemic is a case in point. The Australian chapter offered a range of well attended events online during 2020 and 2021 that enabled regular group participation. We also engaged and interacted more frequently with the global SAI Platform via joint sessions. As a result, we are looking at how Australian members can become involved with SAI Platform's Regenerative Agriculture programme and the Farm Sustainability Assessment (FSA).

A NEW STRATEGY PLAN AND TOOLKITS

This year, we developed a new Strategy Plan for 2021-24 to reflect the fact that the operating environment for the Australian Chapter is shifting significantly. The Strategy Plan focuses on facilitating sustainability learning among members, promoting sustainability practices among farmers, members and other stakeholders and building partnerships and alliances to implement sustainable practices along the supply chain.

Our unique role as an information sharing platform has now been taken up by many groups and technology has accelerated this shift. SAI Platform Australia's members are now implementing, trialling, and engaging directly with an increasing range of sustainability originations and service providers.

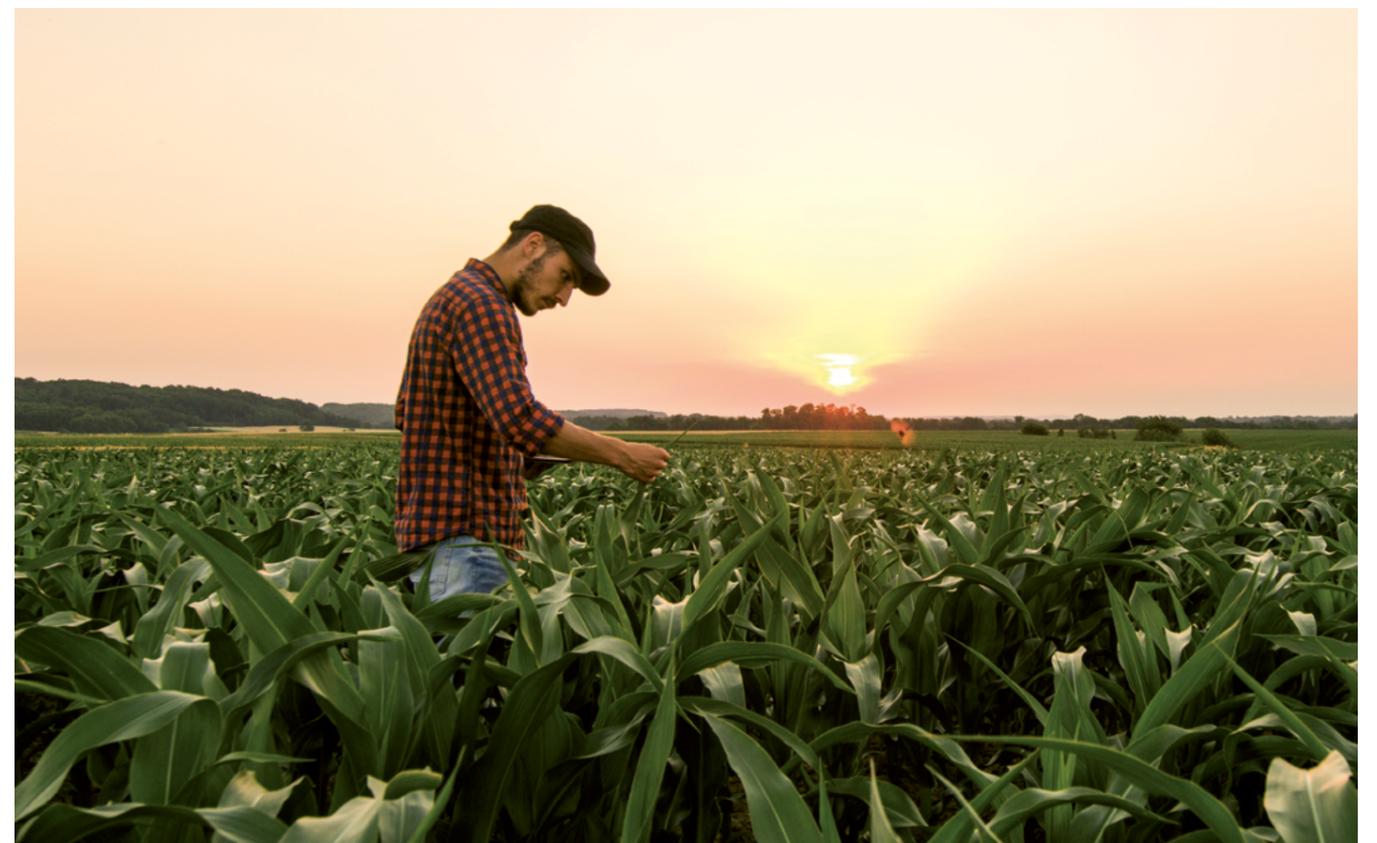
“SAI Platform Australia is an opportunity to connect at a regional level and enact SAI Platform principles while learning from the global context. Dairy Australia, as a member of both SAI Platform and the Australia Chapter, has the opportunity to learn from others and appreciate the experiences to help facilitate our work.” — Helen Dornom, General Manager Sustainability, Dairy Australia

This year saw greater access to tools and people that can accelerate sustainability in our food systems. In Australia, the two focus areas were “A Better Toolkit”, and “New People”. A Better Toolkit offers existing tools like those available from the global SAI Platform and our chapter's “Ready to Adapt” Climate Self-Assessment Tool as well as developing tools that will enable members to assess the value of the emerging trend towards regenerative agriculture at scale.

Our recent focus on “New People” reflects the difficulty of recruiting experienced sustainability specialists and the simultaneous increasing interest in sustainable agriculture and food as a career choice. We are giving members a new audience to share case studies through webinars, events and social media, and providing professional development opportunities for early careers professionals. We are strengthening our existing partnership with universities and particularly the University of Melbourne to enable this, and explore wider opportunities based on our networks. ■

“SAI Platform Australia recognises that sustainable agriculture is a big commitment with a broad scope of work. The need to partner and collaborate is essential. As a result, we've developed into an organisation that works with other stakeholders to avoid reinvention and duplication of programmes in operation. This is very important as members enhance their work across commodities and global regions.”

— Jack Holden, President, SAI Platform Australia





“The key issue is the linkages and the sharing of economic margins with farmers... certification schemes and price premiums for sustainable products at the consumer level have to create incentives for change at the farm level”

ALAN JOHNSON
SAI PLATFORM
ADVISORY COUNCIL



If you had to choose three issues that consumer goods supply chains face, which ones do you see as the most urgent and why?

I think the food system as a whole is facing some pretty serious challenges at the moment. On the supply side, we have the pressure to produce more food with a limited resource base in terms of land and water - and in the context of the climate crisis. On the demand side we

The SAI Platform Advisory Council was formed in 2004, to provide critical and independent advice on our progress and strategic direction. It consists of representatives from NGOs, farmer organisations, research institutes and other stakeholder groups. As part of our celebration of 20 years, we spoke to Alan Johnson, of the International Finance Corporation (IFC) to consider some of the important issues and solutions towards transforming agriculture.

have the terrible juxtaposition of 800 million people going hungry everyday alongside overconsumption and waste. An estimated 2 billion people are overweight by WHO standards. So, we are certainly not short of issues. My work is focused on the engagement of smallholder farmers (those farming 2ha or less) in commercial supply chains in emerging markets. So, from that perspective my priority issues would be firstly livelihoods.

If you want to change farming behaviour, the changes must make economic sense to the farmers themselves. Farmers should see improvements in their incomes well beyond a measure of 2500 calories per day in addition to spill over benefits to their communities. Second would be the promotion of sustainable agricultural practices at the smallholder farm level. This means the improvements necessary to reduce the environmental impact



of agriculture while increasing the social and economic benefits. These changes involve farmers in a dialogue around innovation, the setting of best practices as well as what is globally unacceptable in terms of child labour, deforestation, and the use of agrochemicals such as pesticides. Third would be adaptability. I think with both the climate crisis and with COVID 19 we need to be more able to cope with rapid unforeseen changes. This means more slack in the system, more diverse economic opportunities, and better capabilities to take advantage of changing opportunities.

What type of consumer behaviour needs to change for farmers to change what they grow and how they grow it?

One of the systemic market failure problems that we face is that the prices of agricultural and indeed many other commodities do not fully reflect the true economic and environmental costs of their production. So unpriced externalities such as carbon emissions, pollution, and environmental degradation are generated. While these failures require a systemic solution, consumer behaviour can play a valuable catalytic and pathfinder role. Although hardly new, certification, ecolabels, price premiums, and consumer education are potentially important drivers for more sustainable farming practices at more realistic economic costs. However, the key issue is the linkages and the sharing of economic margins with farmers. In other words, certification schemes and price premiums for sustainable

products at the consumer level have to create incentives for change at the farm level.

The continuing evolution of digital technology also offers new opportunities. Cheaper and more ubiquitous digital tools can provide greater integration and transparency along the supply chain in more affordable and accessible ways. Through these links, consumers voting with their wallets can have an increasing influence on farming behaviour. The most extreme examples are the direct-to-consumer farmer models based on product attributes such as quality, organic or origins. In emerging markets, examples such as Pinduoduo and Alibaba in China and BigBasket and Flipkart in India show how these approaches can be scalable via digital platforms if the infrastructure is in place.

Do you think that there is a missing link in the value chain between farmers and the rest of the supply chain, and if so, why? And how do see SAI Platform and the food and drink industry working to bridge that gap better?

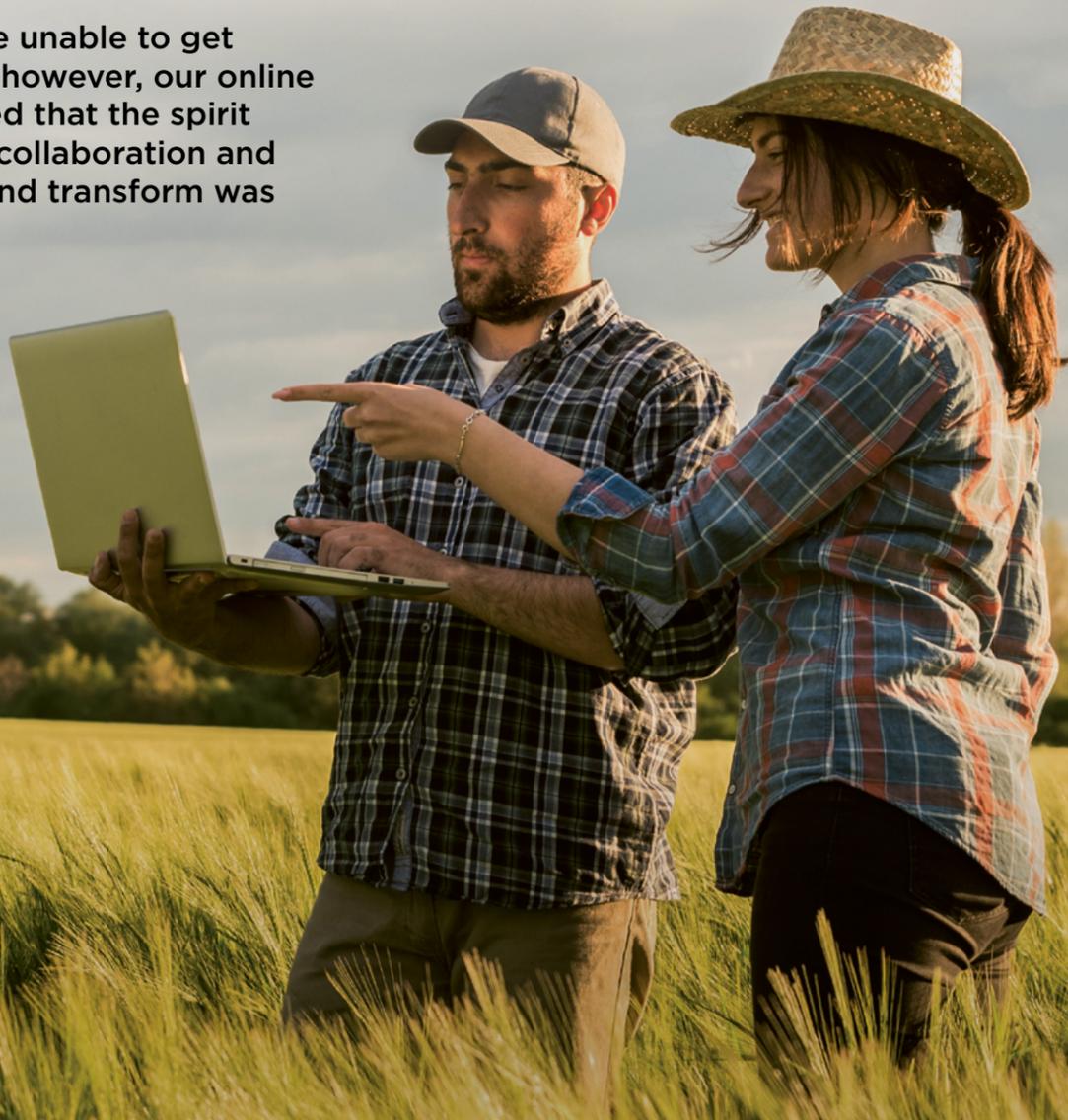
I think that in the food system, certain nodes or connection points have been highly optimised - but the system as a whole has not. This means that there are gaps and inefficiencies. One gap that can appear is between farmers and the supply chain in relation to standards for sustainable farming. Certification schemes (to verify the achievement of standards) and the attendant auditing infrastructure can be expensive and consequently out of reach for many farmers. The gap

can be closed if standards for sustainable farming become more mainstream and certification becomes easier to implement. Tools like the SAI Platform's Farm Sustainability Assessment (FSA) can help to define and mainstream sustainability standards. Farm assessments are associated with certification, but assessments don't have to be all about auditing. Assessments can also be learning opportunities. A good assessment can help farmers understand benchmarks and learn from their peers. The assessment results identify areas for improvement and help farmers develop sustainable farm management plans.

For smallholder farmers in emerging markets, we have developed the IFC Agribusiness Leadership Program (ALP) www.ifc.org/alp. The ALP includes a ten-module basic overview of good agricultural practices (GAPs) that smallholder farmers can learn and apply to attain greater business proficiency and ensure food safety in their farming business. The GAP modules in the programme are deliberately aligned with basic principles of the SAI Platform's Farm Sustainability Assessment (FSA). The IFC GAP course provides a pathway for emergent commercial farmers to align farm practices to internationally recognised standards and certifications to increase their access to markets and help meet the challenges of local farming communities, food security and sustainability. ♦

FOCUSING ON LEADERSHIP AND COLLABORATION IN 2021

Once again we were unable to get together in person, however, our online events demonstrated that the spirit of pre-competitive collaboration and eagerness to lead and transform was as strong as ever.



RESOUNDING MESSAGE FOR URGENCY AND COLLABORATION IN AGRICULTURE

In 2021, as a direct consequence of the impact of COVID-19, food became the top priority for populations all over the world, leading to a growing awareness of how the climate crisis is affecting agriculture globally.

This year, the theme of our first ever online annual event, which took place between June 9-11, reflected that sense of urgency as we focused on “recognising the value of agriculture for a thriving future”. Our host was journalist and BBC World Service presenter Sasha Twining.

Attendance was high - 127 members enjoyed presentations by 18 speakers. Key themes included regenerative agriculture, food system transition, market incentives and investment. Our discussions took a deep dive into a new dynamic between business, governance and societal pressure.

We began with a stirring presentation from Arianna Guiliodori, Secretary General of the World Farmers' Organisation (WFO) followed by lively panel discussions.

On day two, our insightful panel discussions focused on the value proposition of sustainability, activating the agri-food industry to invest more in sustainability and the changing nature of buying behaviour. Jan Kees Vis' thought-provoking keynote address on how there cannot be true impact without real transitions brought an inspiring day to a close.

Day three saw members being invited to join break-out sessions focusing on the European Roundtable for Beef Sustainability (ERBS), the Farm Sustainability Assessment (FSA) and Sustainable Dairy Partnership (SDP). It concluded with our General Assembly.

“More than ever before, we were determined to make sure that our annual event reflected the key issues affecting agriculture and the global food and drink industry,” said Brigid Norde-McAleer, Communications Director for SAI Platform.

She added, “In developing countries, the situation for farmers and their communities became even more challenging than ever. For those of us in the Northern hemisphere, empty shelves and a growing awareness of the impact of climate change on farming communities, biodiversity, water and the entire value chain really began to hit home to consumers.”

Although SAI Platform members have been championing sustainability and pre-competitive collaboration for many years, the consensus was that our industry still needs to take a much more holistic and collaborative stance. In an opinion poll taken after the event, collaboration was voted the most important enabler for achieving a resilient and thriving sector.

We agreed that our top three priorities were to increase investment in sustainability, make clear commitments to defined outcomes and achieve alignment across all the industry sectors SAI Platform members represent. ■

“More than ever before, we were determined to make sure that our annual event reflected the key issues affecting agriculture and the global food and drink industry”
— Brigid Norde-McAleer,
Communications Director
for SAI Platform



INTERNATIONAL EXECUTIVE PROGRAMME ON SUSTAINABLE SOURCING & TRADE FOCUSES ON LEADERSHIP

Building on the valuable work done in previous years, 2021’s International Executive Programme (IEP) on Sustainable Sourcing & Trade introduced a new, unique focus on leadership in sustainability at a personal and organisational level.

The IEP was organised by the International Trade Centre (ITC) in partnership with SAI Platform and the Cambridge Institute for Sustainability Leadership. It was created in collaboration with a network of leading academic institutions in the field of sustainable agriculture and global value chains.

Held between 8 September and 14 October, the popular IEP attracted 86 participants.

The aim was to offer heads of sustainability, procurement executives, strategy and brand marketing professionals practical tools to identify sustainability risks and opportunities within global supply chains, understand climate change mitigation and adaptation strategies and integrate sustainability with corporate agendas and personal development.

In particular, this year’s IEP shined the spotlight on leadership.

“The idea behind focusing on leadership at a personal and organisational level,” explained ITC Senior Advisor and IEP organiser Mathieu Lamolle, “was to make sure participants didn’t just learn what responsible sourcing or regenerative agriculture might be. The concept

“The concept was to enable professionals to understand what it might take to become sustainability leaders.” — Mathieu Lamolle,
IEP Organiser

was to enable professionals to understand what it might take to become sustainability leaders and to offer the tools and practical information to enable them to take the lead in driving sustainability in their organisation.”

A FOCUSED BUT WIDE-RANGING PROGRAMME

The IEP was organised around four modules: megatrends, social and environment, tools and sustainability governance.

Speakers including Dr. Jason Clay, Senior Vice President, Markets, World Wildlife Fund offered thought-provoking presentations on megatrends that are impacting supply chains globally.

“There is significant value in hearing about how other companies and industries are tackling sustainability issues.” — Rudi Amador, Dole

The social and environment module looked at the key drivers, transitions, strategy and implementation necessary to move towards a more nature-positive economy. Speakers included Annelisa Grigg, Fellow, Cambridge Institute for Sustainability Leadership (CISL), University of Cambridge.

Sessions covered how sustainability professionals can navigate through different IT tools and technology solutions such as SAI Platform’s FSA toolset to improve sustainable management of agriculture supply chains. Sven Sielhorst, Systems Director, SAI Platform gave an illuminating presentation on the FSA and other tools and resources.

Sustainability governance explored the role of business in society, perceptions and implications for leadership, supply chains complexity, transparency and business responses. Ben Kellard, Director of Business Strategy, Cambridge Institute for Sustainability Leadership was one of three speakers.

As part of the IEP’s offering, people had the option to take part in Peer Learning Groups to help them focus on one specific topic under a module’s theme and apply the concepts to their own organisation’s context. Each group worked with a dedicated coach who acted as a facilitator and provided inputs on the specific topic.

Everyone who completed a piece of work along with the course’s four modules received a certificate.

ENTERTAINING, ENGAGING AND EXCITING

Feedback from people who took part in the IEP was overwhelmingly positive.

Rudi Amador of Dole described it as “an excellent programme with a good scope of topics and diverse views. I enjoyed and learned not only from the presenters and moderators but also from the group instructor and many of the participants. There is significant value in hearing about how other companies and industries are tackling sustainability issues and what is coming down the line to ensure companies adapt accordingly.”

Shazia Hussenbux of Oatly added, “It’s my 2nd year and I’m super pleased, once again! You’ve all done a fantastic job pulling this course together.”

Jessica Joubert of SAI Platform, who attended the event as a participant, thoroughly enjoyed being part of the IEP. “I felt by the end that I had a far better understanding of some of the complexities that different members of agricultural supply chains deal with,” she said. ■

SAI PLATFORM TALKS REGENERATIVE AGRICULTURE AT FIRST WORLD BIODIVERSITY SUMMIT

Reflecting SAI Platform’s status as a member-led organisation dedicated to collaboration and transforming agriculture by pioneering initiatives such as regenerative agriculture, we took part in the first World Biodiversity Summit.

The summit, which took place between 11 and 15 October, was launched by the World Climate Foundation to define what leading stakeholders need to do in the medium and long-term to support the post-2020 global framework. It is an exciting new platform for conveying transformational commitments, highlighting bold leadership and investments, building cross-sectoral partnerships and developing initiatives to conserve and regenerate the world’s ecosystems.

Held online, the Summit was in three parts. The first two took place during Climate Week NYC and alongside initial Conference of the Parties on Biological Diversity (COP15) negotiations in Kuming, China with the final part on 10 November in Glasgow, on the sidelines of COP26.

The programme focused on factors shaping biodiversity and climate action in several industries through the lenses of sustainable and productive oceans, sustainable forest management, regenerative agriculture and food security.

We presented “version 0” of our Regenerative Agriculture Programme to leading stakeholders from government, business, international organisations, academia and civil society. ■

“It is critical that we mainstream sustainability to accelerate our economy.”
— His Royal Highness Prince Charles of Wales, World Biodiversity Summit 2021



OUR COLLABORATIVE POWER TO CATALYSE CHANGE

2021 was a non-stop year of multiple campaigns and working together with our members to share the story of their collaborative efforts, the successes and challenges and why we champion sustainable agriculture practice and continuous improvement.

At the core of SAI Platform's communications' strategy stands our digital presence which continued to expand audience reach, resulting in new levels of engagement and greater awareness of the SAI Platform brand.

INTRODUCING MY SAI PLATFORM

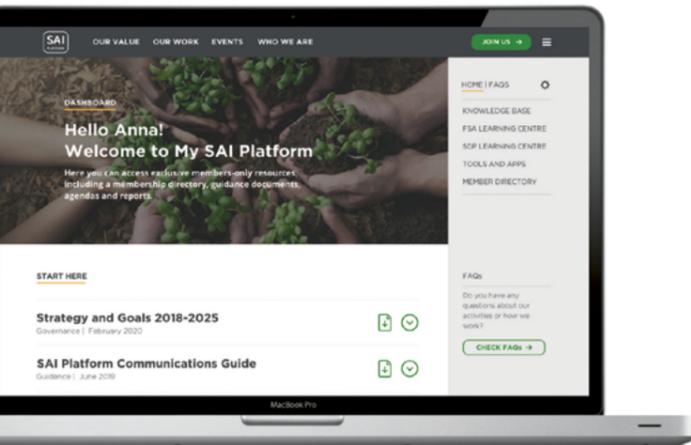
[My SAI Platform](#) was launched to support the agri-food industry towards a more sustainable, healthy and resilient agriculture sector.

Expanding on the current capabilities of the SAI Platform website, this new portal provides quick and easy access to member companies, Sustainable Dairy Partnership (SDP) and Farm Sustainability Assessment (FSA) users.

SDP users can access the SDP Learning Centre where the latest digital tool the SDP Reporting Hub is also accessible. The FSA Learning Centre offers a free and personalised guide to implementing the FSA via videos, documents, checklists, and quizzes. SAI Platform members have the added benefit of open access to all areas including an exclusive members-only knowledge base and member directory, the FSA web-app and Spotlight.

"As we continue to expand on our knowledge and learning materials, My SAI Platform is an important new infrastructure that provides a more efficient access system to our members, partners and users." explained Brigid Norde-McAleer, Communications Director.

"Through this single digital gateway, we are better supporting our members and encouraging tool users of the FSA and SDP to make full use of the learning resources, video tutorials, guidance materials and knowledge on best sustainability practices."



#GROWINGABETTERPLANET CAMPAIGN 2021

As part of the launch for FSA 3.0 a series of videos were created to showcase members using the Farm Sustainability Assessment (FSA) in practice and to share their experience and insights.

The first in the series was SAI Platform member Nomad Foods showing how the FSA is part of a bigger approach towards sustainable agriculture for this European market leader in frozen foods.

The second video was co-developed with SAI Platform member and co-architect of the FSA, Nordzucker. As the sugar beet harvest in Europe gets underway, this video shows how the FSA plays an important role in this European sugar manufacturer's journey in continuous improvement.

Our third video in the series is with SAI Platform member Ocean Spray and is due for release in 2022.



SDP REPORTING HUB VIDEO IN PARTNERSHIP WITH MUDDY BOOTS BY TELUS

The Sustainable Dairy Partnership (SDP) continued its ambitions to unite the dairy industry in its approach to sustainability. The SDP Reporting Hub was a major milestone in providing a platform for processors and buyers to promote continuous improvement in dairy sustainability and enable easy data sharing, monitoring and reporting. To mark this achievement, we created an inspirational video for SDP users and partnered once more with Muddy Boots by Telus, the software solutions provider that helped to build the SDP Reporting Hub.





THE DOÑANA BERRY SUSTAINABILITY PROJECT: A TRIUMPH OF COLLABORATION, SUSTAINABILITY AND LONGEVITY

The release of the [Doñana Berry Sustainability Project](#) video recognised the lasting legacy of this collaborative and successful effort towards sustainable berry production near the Doñana Wetlands in Huelva, Spain. The Doñana Berry Sustainability project brought together a full cross-section of stakeholders; from berry producers and private sector suppliers, buyers and retailers to nature conservationists, such as WWF Spain, agricultural institutions, such as Freshuelva, local and regional governments and charity organisation the Coca-Cola Foundation.

THE UPWARD TRAJECTORY OF ONLINE ENGAGEMENT CONTINUES

+9.5%

News articles and announcements compared to 2020

+32%

Website page views compared to 2020

80

Website articles and announcements

+43.7%

Website users compared to 2020

10

Member interviews

+43.9%

Website new users compared to 2020

4

Newsletters

+85%

LinkedIn followers compared to 2020

90%

Website traffic comes from social media channels

+6%

Twitter followers compared to 2020

Top ten countries

01 · US

+27%

02 · UK

+22%

03 · NL

+32%

04 · China

+240%

05 · France

+21%

06 · Germany

+32%

07 · India

+49%

08 · Indonesia

+861%

09 · Canada

+27%

10 · Italy

+20%

KNOWLEDGE AND INFORMATION SHARING

Peer-to-peer learning is an essential part of collaborative action and member interviews form an essential part of that knowledge transfer. Over 2021 we conducted 10 member interviews to circulate member experiences, insights and best practices that help achieve tangible, positive impact and continuous improvement. ■

10 MEMBER INTERVIEWS:



Kevin Ogorzalek, Barry Callebaut:

<https://saiplatform.org/our-work/news/interview-with-kevin-ogorzalek-of-the-barry-callebaut-group/>



Claire Donoghue, OSI

<https://saiplatform.org/our-work/news/erbs-platforms-demonstrate-commitment-to-sustainable-beef-production/>



Martina Pia Campisi, O.P.Esperidio

<https://saiplatform.org/our-work/news/interview-with-martina-pia-campisi-of-o-p-esperidio/>



Hansel New, Dairy Farmers of America

<https://saiplatform.org/our-work/news/the-dairy-working-group-addresses-key-sector-challenges/>



Autumn Fox, Mars:

<https://saiplatform.org/our-work/news/developing-the-sustainable-dairy-partnership-a-game-changer-for-dairy-sustainability/>



Ulrike Sapiro, formerly Coca Cola

Hans Jöhr, formerly Nestlé

Shazia Hussenbux, Oatly

<https://saiplatform.org/our-work/news/the-meaning-of-agriculture-resilience-in-2020-and-for-the-future/>



Martina Henry, formerly Diageo

<https://saiplatform.org/our-work/news/projects-partnerships-and-innovation-in-a-year-like-no-other-part-2/>



Emma Gladstone, McCormick

<https://saiplatform.org/our-work/news/first-fsas-cinnamon-verification-talk-with-mccormick/>



Brian Nash, Ingredion

<https://saiplatform.org/our-work/news/projects-partnerships-and-innovation-in-a-year-like-no-other/>



Hansel New, Dairy Farmers of America

Klaas Jan van Calker, Unilever

<https://saiplatform.org/our-work/news/transforming-the-dairy-industry-together/>



“As a global organisation SAI Platform can help ensure agricultural practices are effective in delivering results for farm-level and global goals.”



JANET RANGANATHAN
SAI PLATFORM
ADVISORY COUNCIL

Continuing with our 20th anniversary celebration we spoke to Janet Ranganathan, Vice President Science and Research at the World Research Institute (WRI) and member of the SAI Platform Advisory Council who gave us her perspective on some of the important issues and solutions towards transforming agriculture and where her causes for hope and concern lie.

What do you see as the greatest challenges/ approaches for achieving a sustainable food future?

The food sector is arguably the mother of all sustainability challenges. It needs to provide everyone with access to sufficient, affordable, nutritious, and sustainable food. Three interconnected challenges stand out. First, we need to produce

45 percent more food by 2050 relative to 2018 to meet the needs of a growing population. This optimistically assumes that yield increases will continue at the historical levels seen since the 1960s. Second, we need to reduce agriculture production GHG emissions by approximately 40 percent by 2050. Agriculture production GHGs accounted for 12 percent of all global GHGs in 2018. Third, to achieve climate



and biodiversity goals we need to reverse the expansion of agriculture into forests and natural ecosystems. We can't hold climate change below 2°C without stopping deforestation. And we can't stop deforestation without major changes to how we produce and consume food. In summary, we need to produce more food on the same or less land, while cutting agriculture production GHGs. This points to a four-fold integrated approach to achieving a sustainable food future. First produce more food on the same or less land; second protect remaining natural ecosystems from expansion or shifting agriculture; third reduce food loss/waste and demand for land-intensive foods, especially from ruminants (e.g., cattle, sheep, goats) and finally, restore abandoned or marginal agricultural land back to forests.

What type of consumer behaviour needs to change for farmers to change what they grow and how they grow it?

What we eat has a profound impact on our planet. When it comes to sustainability, people typically focus on how their food is produced. Is it, for example, locally sourced, GMO-free, pasture-fed, organic or certified? However, just as important is the type of food consumed. Around the world, people are converging on Western-style diets, high in calories, protein, and animal-based foods.

Small shifts in consumer choices can have a huge impact on reducing agriculture's environmental impacts, if scaled. For example, moving to a more plant-based diet to include more beans, peas, and lentils and eating

less meat and dairy products could already cut the average American's diet environmental impact (GHGs, land use) in half. However, we can't just rely on information and education to shift the behaviour of billions of consumers. Instead, we need a system change approach to create the enabling conditions and incentives. Governments, cities, food retailers, food manufacturers, food service companies and SAI Platform could have a role to play in driving producer behaviour and in turn consumer behaviour for a sustainable food future.

What gives you cause for hope/ concern on the pathway to a more sustainable food system? And how do you see SAI Platform and the food and drink industry working to bridge that gap better?

On the hope side there is the growing awareness of the critical role the food sector plays in addressing humanities challenges – food security, inequity, poverty, climate change, and biodiversity/ deforestation. Agriculture-driven deforestation and its links to climate change and biodiversity loss is rising on political, supply chain, and trade agendas. Here is an opportunity for SAI Platform to translate this awareness into effective action that supports a more sustainable strategy. This would require partnering with producers, food companies, governments, civil society, and others to put in place the enabling conditions to drive the needed production and consumption changes.

On the concern side is the growing interest in regenerative agriculture and how it can be put

into practice without negative global impacts. Regenerative agriculture loosely refers to diverse practices that aim to promote soil health by restoring soil's organic carbon and creating other local benefits. First, the term “regenerative” needs to be robustly defined so we can speak in a common language. Second, we need to keep in mind that practices are means to an end. Much of the case for regenerative agriculture practices has hinged on local benefits. Practices also need to be evaluated against the global goals of food security, biodiversity and climate change and the pressing need to sustainably produce more food on the same or less land. As a global organisation SAI Platform can help ensure agricultural practices are effective in delivering results for farm-level and global goals. Agriculture is part of an interconnected global food system. We need to think globally and act locally. The real climate mitigation prize of increasing soil carbon may turn out to be its role in increasing farm productivity as a global land sparing strategy to protect the huge reservoirs of soil carbon locked-up in remaining natural ecosystems. ♦



COLLABORATION

FARMING FOR SUSTAINABLE DEVELOPMENT

HELPING SAI PLATFORM MEMBERS EXPLAIN SUSTAINABILITY WITHIN THEIR OWN ORGANISATION

Our innovative Farming for Sustainable Development (FSD) communications deck is designed to help members make the case for sustainability within their own organisation.



“We are committed to providing our members with everything they need to promote the cause of sustainability within their own organisation.”
— Leah Blechschtmidt,
SAI Platform

The Farming for Sustainable Development communications kit provides SAI Platform members with high-level information on sustainable farming topics organised around our Principles and Practices, covering land and soil, climate, water and nature that can easily be repurposed for bespoke usage.

SAI Platform members will be able to use slides from the master deck to incorporate into their presentations and communications. Infographics will accompany each topic to provide a high-level overview of how the issues within a topic relate to one another.

Starting by addressing the simple question “What is sustainable agriculture?”, the kit answers this and other related questions in a clear, purposeful way.

A GLIMPSE INTO FARMERS’ LIVED EXPERIENCES

The FSD was developed by a five-member SAI Platform steering committee working with researchers from the Arrell Food Institute at the University of Guelph, a public research institute at Guelph, Ontario, Canada. Researchers carried out ten interviews with crop farmers in Europe, North and South America.

Farmers were asked about the everyday challenges they face and what they need to do to overcome them. As the guide puts it, “It would be impossible to capture the full breadth of experiences of the global farming population; however, we offer here a glimpse of the day-to-day lived experiences of farmers within our members’ supply chains.”

The initiative was born out of the awareness that, despite the raised profile of sustainability, there is still plenty of work to be done in terms of communicating often complex terms and issues well beyond the office environment. “While the individuals we work with every day, such as sustainability managers, are all familiar with the concepts and challenges involved in agricultural sustainability, getting the message across to colleagues can be time-consuming and difficult to do concisely.” explained Leah Blechschtmidt of SAI Platform.

She continued, “We are committed to providing our members with everything they need to promote the cause of sustainability within their own organisation all the way up to C-suite level.”

The Communication Guidebook on sustainable topics is set to be released early September 2022. ■

PROJECT MEMBERS

▼
GRIFFITH FOODS
KELLOGGS
NOMAD FOODS
NORDZUCKER
OCEAN SPRAY

THE AMERICAS WORKING GROUP

EVOLVING AND PUTTING IDEAS INTO ACTION

With seven new members joining in 2021, the growth rate of the Americas Working Group, officially just two years old and spanning North and South America, is impressive, as is the level of commitment.

Membership growth was driven by the mounting realisation among food and drink companies that SAI Platform is the best positioned network and resource to help them address their concerns.

The Americas Working Group now numbers 46 member companies enthusiastically working together to tackle common issues. Today, it spans the entire supply chain, ranging from farm cooperatives to retailers as well as industry partners, academics and members of NGOs. As Leah Blechschmidt, Americas Manager for SAI Platform, put it “This has been a year of really engaged people focused on putting big ideas into action.”

The largest of the big ideas put into action was the regenerative agriculture initiative that started in the Americas Working Group in 2020 as a project.

REGENERATIVE AGRICULTURE: WHY THE AMERICAS AND WHY NOW?

The driver for the Americas Working Group to embrace regenerative agriculture was the need to find a common approach to understand and support on-farm action that increases regenerative capacity.

Agriculture in North and South America is being significantly affected by climate change. Droughts and floods are affecting crop and livestock systems across every aspect of the management system. Climate change is also having a major impact on business, particularly with regard to inflation.

For Kevin Ogorzalek, Senior Manager of Sustainable Sourcing at Barry Callebaut Group, a leading manufacturer of chocolate and cocoa products, and the Americas Working Group Co-Chair : “regenerative agriculture is the mindset change we need to shift from an output-only focus with high intensity inputs to reimagining and re-envisioning what agriculture should and could be.”

“This has been a year of really engaged people focused on putting big ideas into action.”
— Leah Blechschmidt, Americas Manager for SAI Platform

ABOUT THE AMERICAS WORKING GROUP

The SAI Platform community in the Americas is made up of 46 members ranging from farm cooperatives to retailers, supported by industry partners, academia, and other NGOs, encompassing the entire supply chain.

The Americas Working Group was established in 2020 with the aim of advancing sustainable agriculture in the Americas across all agricultural products. To achieve this active members in the region work collaboratively to develop on the ground projects and tools that support the work of a continually increasing membership base. Projects seek to address regional challenges with a global impact perspective.

While the group’s current geographic focus is North America, further expansion and inclusion of the broader Americas is of interest and growth will be identified by member priorities.



“In 2021, SAI Platform became more of a common name in the US, Canada, and parts of South America. Everyone wants to continue this evolution,”
— Nick Betts, SAI Platform Regenerative Agriculture Director

But regenerative agriculture is more than just a response to environmental concerns reaching a critical level. It is also an opportunity to diversify and grow the potential of the farms with which companies work while creating different relationships with farmers and suppliers.

A key element of agricultural transformation is adapting fundamental principles to suit every individual farmer, environmentally and socio-economically. This will do more than just strengthen business capabilities, it will benefit the communities of which farmers are a part.

FLORIDA ORANGES, CALIFORNIA ALMONDS AND ARGENTINA PEANUTS

Apart from regenerative agriculture, the key projects for the Americas Working Group were the continuation of the FSA Accelerator for Florida citrus; the Business Case for Sustainability in Almonds in Central Valley, California, and the Argentina Peanuts project.

The FSA Accelerator project in Florida aims to facilitate alignment across the industry using SAI Platform’s FSA as the mechanism to engage farmers, understand and advance continuous improvement on-farm, and communicate this to all major companies purchasing processing oranges in Florida. Using the FSA, the project is targeting 90% of production (by volume), significantly impacting the 4 million boxes of oranges sold out of Florida every year. This is a collaboration between 14 SAI Platform members at every level of the industry.

The Business Case for Sustainability in Almonds in Central Valley, California, which began in 2020 and will run until 2022, is driving the uptake of improved management tools by growers to save water and money, encourage biodiversity and promote sustainability for the longer term.

The Argentina Peanuts project involves SAI Platform members in the Americas and Crops Working Groups using the FSA to benchmark work already done by Argentinian growers to meet ever tougher European legislation.

Together, these projects are enabling significant steps towards transformation in their respective areas.

LOOKING AHEAD

As work on regenerative agriculture has taken off, the Americas Working Group is ready to advance to the next stage of its journey. It is time to decide what to accomplish next.

“In 2021, SAI Platform became more of a common name in the US, Canada, and parts of South America. Everyone wants to continue this evolution,” said Nick Betts, SAI Platform Regenerative Agriculture Director.

For the Americas Working Group, 2022, will see the building of a strategic plan while also committing to action on the ground. Specifically, there will be a renewed focus on understanding the role of retailers in the US food and drink industry and exploring how we can work more closely with the retail sector.

Looking further afield, the Americas Working Group is keen to enable closer cohesion between existing groups in North and South America. For example, the Americas Working Group and Brazil have traditionally been separated but are now looking at ways of working together. ■

● AMERICAS WORKING GROUP 46 IN 2021

- ADM - ARCHER DANIELS MIDLAND COMPANY
- AGRANA
- ALMOND BOARD OF CALIFORNIA
- AMPLISOURCE
- BARILLA
- BARRY CALLEBAUT
- BONDUELLE
- BROOKS GRAIN
- CARGILL
- CITROSUCO
- COCA-COLA COMPANY
- CONSTELLATION BRANDS
- CUTRALE
- DANONE
- DIAGEO
- FGF TRAPANI
- FIRMENICH
- GRAIN FARMERS OF ONTARIO
- GRIFFITH FOODS
- HEINEKEN
- INGREDION
- INNOVATION CENTER FOR US DAIRY
- KALSEC
- KELLOGG COMPANY
- KEURIG DR PEPPER
- LOUISIANA SUGAR REFINING LLC
- MARS INCORPORATED
- MCCAIN
- MCDONALD'S
- NESTLE
- NETAFIM
- OATLY
- OCEAN SPRAY
- PEPSICO
- RAHR MALTING
- ROQUETTE
- SCOLAR
- STARBUCKS
- SYNGENTA
- TARGET
- THE HERSHEY COMPANY
- THE KRAFT HEINZ COMPANY
- TREATT
- UNILEVER
- WESTERN SUGAR COOPERATIVE
- YAKIMA CHIEF HOPS



Q&A with Jennifer Bowe, Co-Chair of the Americas Working Group



JENNIFER
BOWE
—
AMERICAS
WORKING
GROUP

As it's the first time we've spoken, can we start by asking when and why you joined the Americas Working Group, Jennifer?

I joined the Americas Working Group shortly after our company became members of SAI Platform in 2020 because I wanted to learn how other brands and farmers were advancing regenerative agriculture and to share what we were doing at Ocean Spray.

How would you describe your role as Co-Chair?

As the Americas Working Group Co-Chair I try to listen to the needs of other companies, SAI Platform leadership, and trends in the sustainable agriculture industry to identify strategic partners and solutions for agricultural stakeholders in the Americas.

How do you and Kevin interact?

I really enjoy working with Kevin as he is extremely personable, smart, and passionate about sustainable agriculture. Our personalities and skills blend nicely together as Co-Chairs. Kevin brings deep industry experience and drive for on the ground projects, while I provide a high level strategic lens from my corporate sustainability experience.

The group seems to have gained a lot of momentum in 2021. What do you think the reason for that is?

In recent years agriculture has increasingly been recognised as a key lever for addressing global issues like climate change, economic resilience, and water stress in the Americas, especially the United States. As more and more companies have incorporated sustainable agriculture into their ESG strategies, brands have joined SAI Platform because they recognise the

organisation as an effective network and resource for advancing sustainable agriculture.

The Americas Working Group has also particularly championed the concept of regenerative agriculture principles which has grown into a global initiative fuelling further commitment and excitement from our region.

How would you describe the mood of the group?

I'm pleased to say we're all driven, energetic, and creative.

What do you think the group achieved in 2021?

For me, the fact that we recruited 7 new members - bringing our total to 46 - and launching the regenerative agriculture programme were the highlights.

What were the biggest challenges the group faced?

The ongoing supply chain challenges of the COVID-19 pandemic.

What did you personally enjoy the most about being Co-Chair in 2021?

I am humbled to represent the region and personally enjoy learning from my peers.

What did 2022 look like to you at the end of 2021?

An opportunity for a fresh start building on the past year's success and challenges. ■

Jennifer Bowe is Global Sustainability Lead at Ocean Spray. She became Co-Chair of the Americas Working Group in 2020.

Q&A with Kevin Ogorzalek, Americas Working Group Co-Chair



KEVIN
OGORZALEK
—
AMERICAS
WORKING
GROUP

What do you think were the biggest achievements of the Americas Working Group this year?

We were able to launch a programme in citrus as well as continuing our good work in the Crops Working Group, focusing on row crops such as corn, soy and wheat specifically. The other key thing is that our work on regenerative agriculture spread from a conversation between a couple of really dedicated people in the Americas Working Group to all of SAI Platform.

We served as the catalyst for the spread of regenerative agriculture and the Regenerative Agriculture Programme. We're convinced it will help reshape our relationship with our suppliers, the projects we implement on the ground and how we're able to measure our impact, and, most importantly, deliver an improvement in everything from soil health to farm viability to landscape biodiversity.

Is the whole Americas Working Group really behind it?

We started with five company representatives in Chicago in December 2019, two of whom weren't even members of SAI Platform. That snowballed into a few of us meeting every couple of weeks to tweak and fine tune. Now we have over 100 members interested in regenerative agriculture. That's a significant portion of SAI Platform. Also we were able to raise significant funds, very quickly to progress and shape our regenerative agriculture agenda.

What does regenerative agriculture mean for you?

Regenerative agriculture is the mindset change we need to see in agriculture to shift from an output only focus with high intensity inputs to reimagining and reenvisioning what agriculture should and could be to grow healthier foods, effectively steward the environment, and better support rural communities. This can enable us to work with nature following key principles and adapting those to every farmer, environmentally and socio-economically.

This socio-economic part has been lost from sustainable agriculture for so long. Also, with the “sustainable” mindset and nomenclature, we’ve been so heavily focused on doing less bad and focusing on efficiencies that we’ve not talked about making the rapid changes necessary for farmers, their farms and ecological and human communities to thrive going forwards.

How do members feel about the disappearance of crops and growing regions?

When we’re thinking about supply continuity, it’s not just about what crops are going to be grown, it’s what harvests are going to look like? And it’s scary. We’re seeing the effects of drought and floods at various key points of the lifecycle of a plant impacting supply continuity and price, not to mention the environmental and social impacts.

It’s increasingly important for us to plan around certain things and it creates a challenge for companies to provide guidance to their shareholders as well as plan for their own sourcing processes when we’re seeing these kinds of impacts. Not just inflation but also the environmental impacts from the issues I’ve just mentioned.

We are pivoting to regenerative agriculture because of the opportunity to not only manage the risk but also to diversify and grow the potential of the farms with which we work and better amplify the assets and capabilities of innovative farmer partners to achieve our mutually held goals. Also, we have to remember that we operate within a functioning society, and once we see the ecological and sociological breakdowns happening it’s going to affect us. Regenerative agriculture will nourish the farming ecosystems that nourish our society.

On a practical level, how do you work with Jennifer, your Co-Chair, and Nick Betts?

We collaborate across the board. Jennifer and I are in touch all the time. We meet with Nick on a regular basis and then the whole Americas Working Group gets together.

Where will the Americas Working Group go next? Where were you at the end of 2021 and where would you like to be at the end of 2022?

There will be a couple of key outcomes in 2022.

One, we’re going to see some really innovative projects that push the envelope when it comes to working directly with farmers to support their regenerative efforts.

Two, we’re going to see regenerative agriculture work start to scale in a way that we will see customers and suppliers working together with motivated farmers interested in regenerative practices and outcomes to prove it works and demonstrate the business case. This will set the stage for regenerative agriculture to go mainstream. ■

Kevin Ogorzalek is Co-Chair of the Americas Working Group and Sustainability Sourcing Manager for the Americas at Barry Callebaut.

**KEVIN OGORZALEK ON 20 YEARS****What do you think SAI Platform has achieved in the past 20 years?**

The most important things are that it has built a movement and created a network of dedicated professionals able to leverage their positions within their companies and cooperatives and use SAI Platform and the FSA on the ground to mainstream concepts in agriculture that were peripheral.

This is bringing forward and continuously improving the verification approach so it focuses more on metrics and regenerative agriculture. We’re also starting conversations with certain suppliers that were simply not being had before.

These could cover everything from using the Cool Farm tool that will lead to a reduction in GHG in European sugar beet to starting a conversation about how we’re going to introduce sustainability itself into Russian and Turkish sugar beet production.

When Barry Callebaut and some of our peers in SAI Platform introduced the FSA to the Russian sugar beet industry a few years ago, the Russians didn’t even have a word for sustainability in agriculture. That change in mindset has been critical.

An important thing to remember is that SAI Platform is not just delivering impact on the ground and improved supply chain performance through the FSA. As the FSA moves in, it also forces other initiatives to raise their game.

In 2022, we will be celebrating 20 years of SAI Platform. What do 20 years of SAI platform and the campaign slogan “People powered agriculture” mean to you personally?

Agriculture is a uniquely human enterprise so it’s a great framing of what we’re trying to do. Also, whether we’re talking about land use change, impact on biodiversity and GHG or labour, agriculture is transforming the face of our planet more than any others.

So we need to put people at the centre of these challenges, as well as unleashing

the collective intelligence and creativity of people involved in SAI Platform to create solutions and rebuild what’s been lost and degraded while growing nutritious food and stewarding nature.

What do you think SAI Platform should be focusing on for the next 20 years, as an organisation that serves your industry? What are the issues and what do you think SAI Platform can do about them?

We know what the key issues are related to climate change, biodiversity and species decline, challenges to water availability and quality as well as the human rights impacts in agriculture. Our goal is to regenerate and re-imagine agriculture to solve them.

What SAI Platform can really focus on in the next 20 years is using its frameworks and different programmes to enable and empower change management along different supply chains. We can create collaborations that are truly unique and can unlock human capacity to facilitate the change we need in mindset, practices, and outcomes.

What movements in technology do you see that are gaining momentum now that could really be established in 20 years’ time and transform agriculture?

It’s an interesting question, as we wrestle with the fact that, although tech has enabled the transformation of our planet, it hasn’t all been positive from an agricultural perspective.

Where I see tech coming into play more is in giving us a better ability to monitor our environmental impact, whether we’re talking about carbon sequestration in soils and above or below ground biomass, predicting yields, predicting and improving water use, and improving input use, not just efficiencies. Technology has the potential to create new ways of managing all of these factors. There’s a lot of data out there. It’s critical that we figure out how to effectively collect, analyse and use the data so it is contextually compelling and useful for supply chain partners to facilitate more sustainable farming practices.

ARGENTINA PEANUTS PROJECT

MEETING RISING EUROPEAN DEMAND FOR SUSTAINABLY SOURCED PEANUTS

As European companies that source peanuts from Argentina face ever tougher, legally binding requirements, SAI Platform members are using the FSA to benchmark work already done by Argentinian growers. The project is a collaboration between the Crops and Americas Working Groups.

Companies such as SAI Platform members Intersnack, Importaco, Orkla SA and ADM, who initiated the project are having to conform to policies such as the European Green Deal and new due diligence laws when it comes to responsible sourcing. There is also an urgent need to respond to increasing demand for sustainably produced peanuts from consumers and retailers.

Although this is a challenge, the majority of the peanuts exported to Europe from Argentina - the largest single exporter of peanuts to Europe - come from only around a dozen suppliers. The small size of the industry, along with a high degree of mechanisation and professionalism, creates an

opportunity to move the sector collectively towards common sustainability goals.

Over the years, the Argentinian industry itself has taken steps towards making sure its peanuts are sustainably produced. But there is still work to be done to satisfy European requirements and this demands pre-competitive alignment among Argentinian suppliers and European buyers.

As a standard recognised industrywide, the FSA will assess farms and verify the efforts they have made and will make towards more sustainable peanut production. The FSA has the power to make an impact on soil, water, pesticide use and biodiversity at an even greater scale than that already achieved by the industry.

To help make sure this impact is profound, SAI Platform has partnered with the Cámara Argentina del Maní (the Argentina Peanut Chamber). Among other things, this powerful organisation promotes the sustainable agricultural, social, environmental and economic production of peanuts in the country.

As Bas van den Brink, Director Sustainability of Intersnack puts it, "By working together, we can make use of existing sustainable agriculture efforts and with the help of the FSA identify common next steps. Growers can avoid duplication of costs by understanding market requirements on sustainability and demonstrate their sustainability performance using the FSA."



"By working together, we can make use of existing sustainable agriculture efforts." — Bas van den Brink, Director Sustainability of Intersnack

NEXT STEPS FOR GREATER IMPACT

2021 delivered the initial phase with a formalised project team and fully aligned members.

Starting at the beginning of the harvest season in March 2022, the first growers will do their FSA assessment within the year. Upon completion, the project team will identify and prioritise areas of improvement where they can collaboratively work with the producers on scalable solutions. Lessons learned in Argentina will also support work in other peanut producing countries, such as Brazil and the United States.

"This will not only help the industry to comply with the growing market requirements but also offer the opportunity to position the Argentinian peanut sector as a good example for implementing sustainable practices on farm level," said Bas van den Brink. ■

PROJECT MEMBERS

▼
INTERSNACK
IMPORTACO
ORKLA SA
ADM

PARTNER

▼
CÁMARA ARGENTINA DEL MANÍ
(THE ARGENTINA PEANUT CHAMBER)

BUSINESS CASE FOR SUSTAINABILITY IN ALMONDS PROJECT

SMARTER WATER USE TO TRANSFORM CALIFORNIA'S MOST EXTENSIVELY IRRIGATED CROP

In terms of sustainability, and particularly water use, California's almond industry must improve its performance.

Almonds are the single largest crop grown in California and around 1.5 million acres are given over to their cultivation. The state's growers supply almost all the almonds consumed in one way or another in the US and worldwide. According to the Almond Board of California, the 2020/2021 almond harvest set a record high of 3 billion pounds, a 21.8% increase on the previous year.

But the industry consumes enormous quantities of water and continues to have a marked impact on biodiversity in the Central Valley, where almonds are mainly cultivated.

Initiated by members of the Americas Working Group, working in partnership with the Almond Board of California, the American Farmland Trust and an economist at the University of California, The Business Case for Sustainability in Almonds project began in 2020 and will run until 2022. Its mission is to

drive the uptake of water-saving management tools, increase biodiversity and promote long-term sustainability.

The project aims to achieve its goals by demonstrating that farmers can grow their crop more profitably, using less water and fewer resources in general without harming the environment.

For the Americas Working Group member and Senior Manager, Field Outreach and Education at the Almond Board of California Tom Devol, the particular challenge is to prove to farmers that growing the crop using less water can be more profitable.

"Almond is the seed of a plant," he pointed out, "and there are so many variables involved in the volume of a crop each year that it's hard to quantify water use as a single factor influencing the size of a yield. Whatever we do has to work financially because that's a huge driver for sustainability."

Throughout 2021, the five-strong project team focused on establishing a method of proving the scientific and commercial benefits of using less water. They began by beginning the process of collecting data on soil health from different growers. Once this is completed, the team will move on to water. ■

PROJECT MEMBERS

▼
ALMOND BOARD OF CALIFORNIA
BARRY CALLEBAUT
COCA-COLA
DANONE
GRAZE
INNOCENT
INTERSNACK
MARS



FOCUSING ON DRIVING TRANSFORMATION AND MEASURING IMPACT

In 2021, the Crops Working Group concentrated on multiple work streams with a common goal to expand and improve targeted collaborative initiatives.



This precise focus was also designed to meet the quickly developing needs of our members to establish science-based targets to measure impact and demonstrate change, particularly Scope 3 carbon emissions in the value chain.

Spotlight is now better equipped to initiate collaborative, on the ground projects at a local level while encouraging more targeted networking and opportunity sharing. It also enables greater diversification across geographies and commodities.

To help tackle big issues such as reducing Scope 3 carbon emissions in the value chain, the Projects workstream started scoping larger, more ambitious initiatives than ever before.

This led to a re-appraisal of what constitutes a project and ways members can take the lead more while taking advantage of SAI Platform's commitment to pre-competitive collaboration.

The Coconut Sustainability Asia initiative was the first manifestation of this new approach. This was a response to the need to create a clearer, fuller picture of the coconut industry in the region for everyone involved. This was conducted through a series of knowledge-sharing workshops.

THE EVOLVING PROJECTS WORKSTREAM

Over the years, projects have become ever more central to the mission of the Crops Working Group. This year a new precedent was set with members leading on smaller, more specific projects and ran in parallel while the group as a whole scoped out the more widely transformative initiatives.

In 2021, we began scoping carbon-related CAIT Climate Assessment and Climate Resilience projects to meet the demand for metrics-driven results. These will gain momentum in 2022.

ABOUT THE CROPS WORKING GROUP

The Crops Working Group is made up of 100 companies that range from farmer cooperatives to retailers and represent the entire crops value chain.

We bring stakeholders together in a pre-competitive environment to establish common ground, encourage mutually beneficial activities and accelerate the delivery of sustainability on the ground.

This is done via projects, solutions development, in real world and online workshops and on field trips that offer an informal setting for members to have an equal voice in the conversation. These provide members with the opportunity to see the bigger picture, collaborate with innovators and drive change.

From wild harvested rosemary in North Africa, smallholder orange production in Brazil and coconuts in SE Asia to large scale wheat growing in France, the diversity of the crops, regions and challenges that the working group covers is vast.

The CIAT Climate Assessments project focuses on Eastern European supply chains while Climate Resilience seeks to identify regions or supply-sheds in Europe with the greatest need and opportunity for action.

Focusing on these ambitious projects inevitably resulted in less emphasis on the smaller, individual projects that have characterised the efforts of the Crops Working Group in previous years. As a result, Jane Duncan, Senior Operations Director for SAI Platform explained, “We are exploring different kinds of models where members can co-fund or self-fund projects facilitated by, but not necessarily financed by SAI Platform.”

Furthermore, the knowledge gained from the big climate-related projects, as well as regenerative agriculture - a key focus for the group in 2021 - will filter down. We will continue to guide projects in such a way that they snowball, initiating others that can be rolled out within a sector or different parts of the world.

The Sustainable Agriculture Partnerships Pakistan project, initiated by Nestlé, PepsiCo and Ingredion in an important sourcing region is a good example of this evolving approach. Here, members came together to explore

AT A GLANCE

6

new members

100

total members
in 2021

1

project closed
in 2020

5

projects launched or
continued in a challenging 2021,
spanning **SAI Platform’s 11
principles and practices** with
a specific focus on climate,
livelihoods, & nature.



CROPS PROJECTS



THE THREE WORKSTREAMS: PROJECTS, PARTNERSHIPS, AND INNOVATION

The Projects workstream provides a structure that better identifies, prioritises and implements member-led projects to achieve impact on the ground and contribute to promoting sustainability best practices.

Partnerships focuses on identifying and developing more strategic partnerships, particularly when it comes to promoting the take up of the Farm Sustainability Assessment (FSA) and encouraging better agricultural practices.

Innovation is all about identifying and adopting existing tools and innovations to future-proof agricultural supply chains.

“We can break these ambitious projects down into manageable pieces and start collectively chipping away at them.”
— Brian Nash, Co-Chair of the Crops Working Group



ways of reducing GHG emissions, introduce regenerative practices and invest in women's economic empowerment.

With this initiative, members realised that the formal structure of a working project was not always necessary. Instead, SAI Platform provided that open and honest space for sharing - in the tradition of its pre-competitive, collaborative approach - and members took it from there.

GROWTH LEADS TO OPPORTUNITY

In 2021, membership of the Crops Working Group grew to 100. As the Group expands, opportunities for transformation of industries and the crops sector itself are also growing. By the end of the year, the mood in the group was one of keenly felt anticipation.

"Members are enthusiastic but a little in awe of what we have to tackle but the great thing about how we work in the Crops Working Group is that we can break these ambitious projects down into manageable pieces and start collectively chipping away at them," said Brian Nash, Co-Chair of the Crops Working Group. ■

"We are exploring different kinds of models where members can co-fund or self-fund projects facilitated by, but not necessarily financed by SAI Platform." —Jane Duncan, Senior Operations Director, SAI Platform

● CROPS

100 MEMBERS IN 2021 (VS. 94 IN 2020)

- AB SUGAR
- ACOR - SOCIEDAD COOPERATIVA GENERAL AGROPECUARIA
- ADM - ARCHER DANIELS MIDLAND COMPANY
- AGRANA
- AGRARFROST
- AGRIFIRM
- AGROTERRA
- AHOLD DELHAIZE
- AIJN - EUROPEAN FRUIT JUICE ASSOCIATION
- ALMOND BOARD OF CALIFORNIA
- ANDRIANI SPA
- BARILLA
- BARRY CALLEBAUT
- BIOSS ROHSTOFFE GMBH
- BONDUELLE
- BOORTMALT
- BRITVIC PLC
- C. THYWISSEN
- CARGILL
- CIO - CONSORZIO INTERREGIONALE ORTOFRUTTICOLI
- CITROSUCO
- COCA-COLA COMPANY
- COOPERATIVA AGRÁRIA AGROINDUSTRIAL
- CROP'S
- CUTRALE
- DAKOFO
- DANONE
- DIAGEO
- DOHLER
- DU PONT DE NEMOURS INTERNATIONAL SA
- EBRO FOODS SA
- ECKES-GRANINI
- EDEKA
- EURICOM S.P.A.
- FARM FRITES
- FERRERO
- FIRMENICH
- GIVAUDAN
- GRAIN FARMERS OF ONTARIO
- GRAZE
- GRIFFITH FOODS
- GRÜNEWALD FRUCHTSAFT GMBH
- HEINEKEN
- HOLLAND MALT
- HZPC
- IMPORTACO
- INGREDION
- INNOCENT DRINKS
- INTERSNACK GROUP
- ITALMALT (ADRIATICA SPA)
- JOHN I. HAAS
- KALSEC
- KERRY GROUP
- KEURIG DR PEPPER
- LAMB WESTON
- LDC - LOUIS DREYFUS COMPANY
- LYCOS-TRNAVA MALT HOUSE S.R.O.
- MARS INCORPORATED
- MCCAIN
- MCCORMICK GLOBAL INGREDIENTS LIMITED
- MCDONALD'S
- MIGROS
- MIRITZ
- MUNTONS
- NESTLE
- NETAFIM
- NOMAD FOODS
- NORDZUCKER
- OATLY
- OCEAN SPRAY
- OP ESPERIDIO
- ORKLA
- PEPSICO
- PRODALIM
- PURE CIRCLE
- RAHR MALTING
- RISO GALLO
- ROQUETTE
- ROYAL COSUN
- S.P. S.P.A.
- S.S. STEINER, INC. (HOPSTEINER)
- SIMPSONS MALT
- STARBUCKS
- SUCDEN RUSSIA
- SUDZUCKER
- SUPEREXPORT
- SVZ
- SYMRISE
- SYNGENTA
- TEREOS
- THE HERSHEY COMPANY
- UNILEVER
- VICENTE TRAPANI
- VIKING MALT OY
- VIRE SOL LTD.
- VOG PRODUCTS
- WERNSING FEINKOST
- WESTERN SUGAR COOPERATIVE
- YAKIMA CHIEF HOPS
- YARA INTERNATIONAL ASA

Q&A with Martina Henry, Co-Chair of the Crops Working Group

MARTINA
HENRY

—
CROPS
WORKING
GROUP

How was the year for crops?

Despite another year of being unable to meet in person, we've had really good engagement of the members through our calls and we made a positive start on the three new workstreams we established. Crops Director, Jenny Edwards, my Co-Chair Brian, and myself split our efforts to each support one workstream in particular and I was mostly involved in the Partnerships workstream.

We've developed a framework for a database of potential partners that we have worked with or are aware of, and we're exploring ways to use this resource to support individual company efforts as well as supporting the Project and Innovation workstreams to be more efficient and impactful with the exciting initiatives they're driving. It's a new way of working for the group so hopefully we'll see much more value and engagement going forward.

Why did you elect to get involved with Partnerships?

There's a general recognition that we can't get to where we need to be alone, and therefore we must collaborate and partner

to collectively address our shared challenges. There is also potentially a lot of time spent duplicating effort so in forming this workstream, we hope to create an environment where we can more effectively partner, both between SAI Platform members, and with our wider networks and industry actors. Our goal being to drive efficiencies and scale our impact to address the significant challenges we face if we're to avoid catastrophic nature loss, decarbonise the sector and reverse the tide of social injustice.

What was the mood generally in the Crops Working Groups this year?

While the group has continued to positively engage and it's been great to see that come through the new workstreams, I do think people are missing immersing themselves in a physical setting with other people. I know I certainly do! Hopefully, 2022 might allow for us to come together in person at some stage so we can all re-energise and gather momentum from each other. We are going to miss Jenny who brought a lot of energy and enthusiasm to the Crops Working Group and really spearheaded it for so long.



What excites you about the future?

The Crops Working Group is so large now but if we can really use the power and reach of our network to drive some interesting and progressive projects, I think we can continue to amplify our impact. Due to recent circumstances, we've obviously been doing a lot of planning and strategising but going forward, I hope we can start to see more implementation of projects and demonstrate real change on the ground.

I'd like to see us connect more across the SAI Platform membership as well as looking outside the organisation for collaboration opportunities. I see the Crops Working Group taking the lead on connecting with other partners and leveraging external

resources to help us drive positive change in 2022. Initiatives like the new Regenerative Agriculture Programme, is a great opportunity to engage all working groups within SAI Platform and directly support the Crops Working Group members and their corporate ambitions. In particular, given the links we hope to establish between our sustainable principles and practices, as expressed through the FSA, and the new, outcome-focused approach that the Regenerative Agriculture Programme is promoting - that's hugely exciting for us going forward!

What do you think SAI Platform has achieved overall and in terms of the crops sector in the 20 years of its existence?

For a start, SAI Platform has grown massively, from 3 big food companies coming together with an idea to over 150 members today. The exponential growth, particularly in the past three years, has been quite remarkable. It's indicative of the growing recognition and sense of urgency, as well as acceptance that we need to collectively tackle some very real issues for the food and agriculture sector if we're to continue to maintain our licence

to operate and feed the growing population of the planet.

The power of SAI Platform to bring a wide range of different actors from across the value chain together, to work in a collaborative way to address these issues is really significant and not to be underestimated.

The Crops Working Group has been at the centre of many of the achievements and projects of SAI Platform over the past 20 years, from the FSA and Spotlight to projects such as Doñana, and now the Regenerative Agriculture Programme, and with such a diverse and knowledgeable group of passionate people, I'm hugely positive about the potential for change pioneered by the Crops Working Group, as well as the wider SAI Platform membership for the future. Congratulations SAI Platform on 20 years of promoting sustainable agriculture! ■

Martina Henry is Global Head of Regenerative Agriculture at Diageo. She became Co-Chair of the Crops Working Group in January 2020.

Q&A with Brian Nash, Co-Chair of the Crops Working Group

BRIAN NASH
—
CROPS
WORKING
GROUP



The Crops Working Group has had an interesting year, Brian. Could you give me an overview of what was achieved?

Sure. It's been an exciting time for us. We've seen a marked evolution in member needs and we've responded accordingly. In particular, the Projects, Partnership and Innovation work streams we put together in 2020 really took off in 2021.

How does that translate into action?

We did the scoping work in 2020 and 2021 was about getting down and doing the work. We're already starting to see progress.

How has Spotlight progressed?

Spotlight is important to us because it helps give us a picture of what's really happening out there, which shapes not just the projects we kick off but also the overall strategy for the Crops Working Group. We had a lot of discussion around why people are or aren't using it and what they want to get out of it and then recommended updates that were completed in 2021. It's a great tool!

The projects that the Crops Working Group scoped in 2021 are more ambitious than in previous years. Why is that?

The CIAT Climate Assessments and Climate Resilience projects are ambitious, yes. They respond to companies adopting more science-based targets and having Scope 3 targets that are relevant to their supply chains. Our members really need to demonstrate that they're measuring impact and driving progress now and we're meeting those needs. The lessons that we're learning will help shape future, equally ambitious, projects.

How is the mood of members in general?

It's one of excitement and a touch of awe. But one of the great things about the Crops Working Group is we can break things down into manageable pieces. Not every member has to work in every workstream and on every project. We can start chipping away at a monumental task together. That's where the enthusiasm comes from.

Personally, I feel we're in uncharted water and that comes up in some of the conversations that we have. There's not a lot of benchmarking out there to look at. But we're not embarking on an individual journey. We are a group making progress and that's the comfortable part. And we know we're not wasting our time.

How about the big push with regenerative agriculture this year?

Regenerative agriculture feels like the next step after the FSA. We're getting down to driving the impacts we all hoped would come out of our sustainable agriculture efforts.

The FSA shows that general practices are sustainable, that people are doing the right things. Regenerative agriculture says this is what will contribute to factors like better soil quality. It puts something quantifiable on top of the theory. And it's definitely the next step.

The good thing is that we have a pool of growers who have been working with the FSA and we have a rapport with them that makes it easier to encourage regenerative agriculture. Ingredion is definitely finding that growers are more trusting.

The Crops and Dairy Working Groups and ERBS have come together on deforestation. What's it like to work across groups and with other co-chairs and members?

It's a really interesting space and one that for me personally is fun.

Back in 2020, we talked about better connectivity between groups and it's now happening. It makes sense because, for example, in dairy or beef, people are buying feed made from crops supplied by members of the Crops Working Group. We're grasping the opportunity

presented by the fact that supply chains are connected and seeing how we can capitalise on it.

Ingredion has been a member of SAI Platform since 2014. How would you characterise SAI Platform's achievements at 20?

It's been transformative. I'll say this, before we joined SAI Platform, Ingredion was talking to customers who all wanted us to follow their own sustainable agriculture programme and we made no progress because we were trying to conform to the requirements of eight or nine companies.

Then we realised that they were all members of SAI Platform so we joined and decided the FSA would be our default. In that first year we did around 225,000 metric tons of sustainable crops. Last year, we did over a third of our entire supply. That's probably close to 4 million metric tons.

SAI Platform is the hub, the nexus. Without it, the food and beverage industry would still be several years behind in our progress. ■

Brian Nash is Co-Chair of the Crops Working Group and Senior Director of Corporate Sustainability for Ingredion Incorporated.



“In the next 20 years, farmers will face many problems and, to make their farms resilient against global warming, they will need to rethink their farming model and become future-proofed.”

PETER SPAARGAREN
DOEHLER HOLLAND B.V.

Peter Spaargaren is Head of Global Agro-Sustainability for Doehler Holland B.V., a member of the Doehler Group. He is a long-standing member of SAI Platform's Crops Working Group and has been involved in multiple projects and importantly is a member of the FSA Steering Committee.

How long have you been involved with SAI Platform?

I've been a member since 2014. One of the first things I did when I became Head of Group Sustainability at Doehler was to join this platform. To me, and Doehler, being part of SAI Platform is aligning with your customer base and demonstrating clearly that we walk our talk.

This is also why I've been part of the Farm Sustainability Assessment (FSA) steering committee for the past four years. It's really good to

be connected to people who have an elevated mindset about where we're heading.

What does 20 years of SAI Platform mean to you personally?

One of the greatest things SAI Platform has done is to standardise sustainability and become the leading global standard. It's also a platform for us to share knowledge and initiatives and where we align, link and roll out.

Looking ahead for the next 20 years or as far as you

can, what do you think are the big challenges in the food and drink industry?

Global warming will change the world drastically. In the next 20 years, farmers will face many problems and, to make their farms resilient against global warming, they will need to rethink their farming model and become future-proofed. A tremendous amount of them are simply not ready and this concerns me.

How can the food and drink industry, in the form of SAI Platform, help farmers?

I believe we should put considerable effort into helping farmers develop the resilience to make their farms climate-change ready. The Regenerative Agriculture Programme and FSA 3.0 together are powerful tools to enable this.

As far as the food and drink chain itself is concerned, I'm glad we



are facing up to the challenge of doing what we can to improve conditions for workers. For instance, it took courage for us to speak up in Turkey and launch the Harvesting the Future project.

In what ways do you feel there's hope for the next 20 years?

The EU Green Deal is good news. It makes me happy to see that companies can no longer get away with treating workers badly. There are now 30 countries with due diligence in their legislation. The beauty of this is that it makes brands accountable and it's good that this includes the whole supply chain.

The other thing is that there's much more willingness to work pre-competitively together than there was 10 years ago. This is vital because the problems in front of us with global warming and everything related to it will be tremendous. ♦

SUPPORTING THE DAIRY INDUSTRY AS IT ADDRESSES DEFORESTATION AND GHG

Progress with leading projects on Deforestation in the Supply Chain of Dairy Feed and a Toolbox of Practices for GHG Reductions at Farm shows the Dairy Working Group taking the initiative to act.

The Dairy Working Group represents 30% of global dairy volume. Our members include dairy manufacturers and dairy processors as well as National Dairy Programmes. Collectively, we have a significant amount of influence and with that the responsibility to achieve sector-wide impact.

“These two projects illustrate precisely why the Dairy Working Group should focus on topics where we really need to collaborate,” said Patricia Garcia Diaz, Dairy Director.

The overall objective of the Deforestation in the Supply Chain of Dairy Feed project is to eliminate the risk of non-Deforestation and Conversion Free (DCF) soy and Palm Kernel Extract (PKE) entering the dairy feed supply chain. Doing this could significantly reduce the carbon footprint of the dairy industry.

Developing a Toolbox of Practices for GHG Reductions will offer a concrete way for companies to work to reduce the 80% of GHG emissions in the dairy industry generated at farm level.

FINDING A PATHWAY INTO TACKLING DEFORESTATION

In 2021, the Dairy Working Group held six knowledge-sharing workshops that began the process of finding solutions to deforestation which could be integrated into the Sustainable Dairy Partnership (SDP), scaled and adopted by the industry.

We focused on soy from Latin America used in European feed, aiming to create a model that could also be applicable to other components in dairy industry animal feed. This resulted in a pilot exercise to introduce DCF soy from a high-risk area in Brazil into the feed supply chain of a European processor and its suppliers.

This Proof of Concept is all about testing assumptions with regard to the value of working with DCF soy from Brazilian growers, traders and European farmers and establishing what we need to make this a reality.

“We are determined to find a real solution for a pressing industry issue.” — Klaas Jan van Calker, Co-Chair of the Dairy Working Group and Global Responsible Sourcing Manager at Unilever.



ABOUT THE DAIRY WORKING GROUP

The Dairy Working Group represents 30% of global dairy volume. Our members are a diverse group of stakeholders, including dairy manufacturers and dairy processors as well as Dairy National Programmes. Collectively, we have a significant amount of influence and with that the responsibility to achieve a sector-wide impact and make dairy more sustainable.

We do this by enabling our members to collaborate and create innovative approaches that demonstrate continuous improvement in sustainability at farm level.

“We are determined to find a real solution for a pressing industry issue. The focus is currently on soy in the feed of dairy cows in Europe but the fact that the project has expanded into PKE in Australia and New Zealand shows the extent of our ambition to transform our industry,” said Klaas Jan van Calker, Co-Chair of the Dairy Working Group and Global Responsible Sourcing Manager at Unilever.

**GHG TOOLBOX PROJECT SIGNALS
NEW ERA OF COLLABORATION**

Working with the European Roundtable for Beef Sustainability (ERBS) and the internationally respected Wageningen Economic Research Institute, we are searching for ways to reduce the 80% of GHG emissions generated at farm level.

This project aims to capture and consolidate best practices in the dairy and beef industries – current and evolving – so content can be shared to scale our activities, drive innovation and encourage collaboration.

Phase 1 began in the first half of 2021. This resulted in a comprehensive survey and the “Inventory of practices to reduce GHG emissions at dairy and beef farms” report, presented in September 2021.

**DAIRY WORKING GROUP
41 MEMBERS IN 2021 (VS. 26 IN 2020)**

- ADM - ARCHER DANIELS MIDLAND COMPANY
- AGRIFIRM
- AHOLD DELHAIZE
- ARLA FOODS
- BARILLA
- BARRY CALLEBAUT
- BORD BIA
- CALIFORNIA DAIRIES INC.
- CARBERY
- CAYUGA MARKETING LLC
- CAYUGA MILK INGREDIENTS
- COCA-COLA COMPANY
- DAIRY AUSTRALIA
- DAIRY FARMERS OF AMERICA
- DANONE
- DARIGOLD
- FERRERO
- FONTERRA
- FRIESLANDCAMPINA
- GIVAUDAN
- GLANBIA INGREDIENTS IRELAND
- INNOVATION CENTER FOR US DAIRY
- INTERFOOD
- KERRY GROUP
- LAND O'LAKES
- LELY
- MARS INCORPORATED
- MOLKEREI AMMERLAND
- MONDELEZ
- NESTLE
- ORKLA
- RECKITT BENCKISER
- SAVENCIA FROMAGE & DAIRY
- SODIAAL
- SPRUCE HAVEN FARM
- STARBUCKS
- SYNLAIT
- TARGET
- THE HERSHEY COMPANY
- THE KRAFT HEINZ COMPANY
- UNILEVER
- VREUGDENHIL DAIRY FOODS

The third and final phase will be to scale the project. A comprehensive toolbox and actionable insights into ways of reducing GHGs across different regions and farm systems will be the outcome. ■



“20 years is a fantastic achievement and one we should all be very proud of.”

AURÉLIE LETORTU
FRIESLANDCAMPINA



Aurélie Letortu is Senior Corporate Sustainability Manager at FrieslandCampina and will be the 2022 Co-Chair of the Dairy Working Group.

SAI Platform turns 20 in 2022 and we are celebrating our achievements of the last 20 years with the concept of ‘People powered agriculture’. What does that mean to you?

20 years is a fantastic achievement and one we should all be very proud of. The Dairy Working Group was developed by a small group of people with big ideas wanting to change the world but back then, there wasn't enough support to make that happen. Now, we have a voice in the market, and I think what has been achieved over the last few

years is completely in line with the vision they had at the beginning of this journey.

To us, as FrieslandCampina being farmer owned, People Powered Agriculture means a lot. It's about exactly that: using our people power to support farmers so they can continue their nature positive and climate neutral journey. It's also about the people who can make it possible. From farmers working with nature every day to end-consumers enjoying the products and the employees connecting that chain in between. It's also about helping each other to do better every day. We all reap the benefits of agriculture so we can nourish ourselves. So, we all have to give support to make our food system fit for the future. Whether it's through better pricing for more sustainable farming, doing research or sharing knowledge: we need to give farmers the financial means, know-how and measurability to become more sustainable. ♦

Q&A with Klaas Jan van Calker, Co-Chair of the Dairy Working Group

How have things gone with the Dairy Working Group this year Klaas Jan?

It was a milestone year because we went live with the SDP Reporting Hub. This really demonstrates how we're moving further into action mode and that's what SAI Platform needs.

Now, we're keen to dive into 2022 because we'll be focusing on creating impact together and that's going to be fun.

What is your view of the deforestation in the supply chain of the dairy feed project?

I believe we should focus on the topics where companies can't make changes on their own and we have to collaborate. The complexity of the feed supply chains in which non deforestation and conversion free (DCD) soy and palm kernel extract (PKE) might end up makes this, by definition, something we should tackle through collaboration.

Has this project been successful so far?

Absolutely. We started as a small group of only around six members of the Dairy Working Group but ended up with twelve

companies involved. This shows how passionate everyone is about the topic and willing to end deforestation in our feed supply chains.

Does that also reflect a sense of urgency?

Definitely. We want non-DCF soy in our supply chains. It has a significant impact on the emission of GHG so the benefit cuts both ways: ending deforestation and reducing dairy's carbon footprint.

How about regenerative agriculture? What's your view of how this progressed in 2021?

It spread across the borders of all SAI Platform Working Groups this year, which shows how important it is. We all believe that, although the principles of regenerative agriculture are not the holy grail, they can and will have an impact on biodiversity, soil, water and food production - the dominant issues in food production right now

We should also acknowledge the leadership of Robert Erhard, SAI Platform's President. He took the lead and emphasised that, rather than individual companies all working separately on regenerative agriculture, we need to work together.

How does regenerative agriculture specifically relate to dairy?

It depends on farming systems because there are a variety throughout the world. But let's look at a grazing-based system. The way you graze and how you implement, let's say, adaptive multi-paddock grazing, the type of grass you're using as well as mixed herbs and clovers can capture nitrogen from the air so you need less or no commercial fertiliser. You can also renew grassland using no-till practices.

Having said that, a significant amount of regenerative work is being done by the beef industry, on grassland ranges. So we need to learn from each other and accept there is no one size fits all concept for regenerative agriculture.

You're also a farmer. Where does this fit in?

I'm based in the south of the Netherlands. We have 160 dairy cows and also around 65 young stock, calves and heifers. It's an intense profession so you need a passion for it. I do all the milking checks and cleaning in the morning for around 90 minutes. Then my office hours start. I do some



checks in the barn in my lunch hour and in the evening. Most weekends I work on Saturdays and have a shift on Sunday.

Is it unusual to be a farmer and work in a senior position for a corporation the size of Unilever?

Yes. But I hope the whole COVID-19 and regenerative agriculture situation will encourage more people to balance the corporate world and farming because it definitely helps to have practical knowledge of how to implement these programmes and how things actually work on a farm.

A much closer cooperation between the farming and corporate worlds will help boost the impact we can create for climate and biodiversity. Unilever sees the benefit from all the practical knowledge I have as a farmer that can then be applied to their programmes.

Do you come into contact with any other dairy farmers through SAI Platform?

Yes. We have one or two who are part of the Dairy Working Group. And of course, before COVID-19, we always had farm visits when we visited suppliers. Farm visits

are very important, because you need to know the local context when co-creating regenerative programmes.

What are the biggest challenges facing dairy farmers and how do you think SAI Platform can help?

One of the biggest challenges that farming, the corporate world and SAI Platform face is to figure out how we can develop good business models that help farmers convert to more sustainable farming systems that make sound economic sense. This can be done by focusing on more resilient farming systems that are less dependent on external inputs.

It's so important to remember that farmers are as willing to be part of the solution as everyone else. But they need to protect their livelihoods and we need to support them in managing the risks of conversion. ■

Klaas Jan van Calker is Co-Chair of the Dairy Working Group and Global Responsible Sourcing Manager at Unilever.

KLAAS JAN
VAN CALKER
—
DAIRY
WORKING
GROUP

BUILDING ON SPOTLIGHT'S VALUE AS A GO-TO SHARING TOOL FOR MEMBERS

The latest version of **Spotlight** went live in late 2021, revealing a host of major improvements that built on its unparalleled value as an information sharing tool for SAI Platform members.

Spotlight is available to all SAI Platform members and enables users to share knowledge, identify shared opportunities and challenges and find timely, cost-effective and practical solutions.

It is recognised as a quick, efficient way for members with common interests in specific crops and regions to identify each other, instigate projects and learning opportunities and reach common goals.

The tool can also be used by partners who can add project opportunities in the region and priority area in which they are interested and receive notifications when a user adds a relevant opportunity.

In December 2021, SAI Platform launched the latest version of Spotlight.

As Athanasios Mandis, Sustainability Consultant at innocent drinks, who worked on the project said, "The Spotlight tool required behind the scenes efforts to identify what and how potential members wanted to engage and their areas of common interest."

NOW BETTER EQUIPPED TO SUPPORT INITIATING COLLABORATION

Improvements to Spotlight are in line with our 2025 strategy to establish sustainable agriculture as a prerequisite for doing business

"The new upgrades make Spotlight more inclusive, with members able to engage directly with each other, inquire about and get a better understanding of an initiative."
— Athanasios Mandis, Sustainability Consultant at innocent drinks

and the intensified global focus on climate, nature and farmer livelihoods.

The tool is now better equipped to initiate and support collaborative, on the ground projects at a local level while encouraging more targeted networking and opportunity sharing. It also enables greater diversification across geographies and commodities.

Mandis added, "The new upgrades make Spotlight more inclusive, with members able to engage directly with each other, inquire about and get a better understanding of an initiative, and possibly enable their ideas to shape and be shaped by that engagement process. In addition, the improvements to data aggregation can provide valuable insights into member preferences and focus areas."

LOOKING FORWARD TO 2022

In Q1 of 2022, the Spotlight team will kickstart engagement with members as well as connecting with their teams in different markets via the new user profile functionality.

Amale Zeggoud, SAI Platform Engagement Officer explained, "Our priorities are to increase the input of data and use this to create value for members. We also want to integrate Spotlight more closely within SAI Platform activities and use the tool to provide members with a clearer understanding of their industry in different geographies and supply chains. Our hope is that this will inspire new projects and more knowledge sharing." ■

NEW SPOTLIGHT FUNCTIONALITIES AT A GLANCE

New Individual User Profiles: Input individual geographical, topic and commodity interests alongside their company's profile.

New Comment Function: Users are now able to comment under the opportunities for updates or questions.

New Dynamic Report: New functionality to see what topics, commodities or regions are growing in interest among members.

New Summary Feed: New landing page displaying a summary of new likes, opportunities and comments based on the last two months.

New Email Notifications: Automated emails are sent when someone is interested in an opportunity and when an opportunity on a similar topic or geography is added.

Improved data validity: Default 12 months validity and email notification sent to the opportunity's owners one month before the expiry date.

THE SUSTAINABLE AGRICULTURE PARTNERSHIPS PAKISTAN PROJECT

SUSTAINABLE AGRICULTURE PARTNERSHIPS PAKISTAN PROJECT HIGHLIGHTS NEED FOR WOMEN'S ECONOMIC EMPOWERMENT

The Sustainable Agriculture Partnerships Pakistan project was initiated by SAI Platform members facing sustainability challenges in an important sourcing region. They came together to explore ways of reducing GHG emissions, introduce regenerative practices and invest in women's economic empowerment.

This was the first SAI Platform project in Asia and the first to address gender issues. It focused on improved water management, climate resilience and post-harvest loss prevention in the Khyber Pakhtunkhwa, Punjab and Sindh areas of Pakistan.

Beginning in early 2020, and despite the challenges presented by the COVID-19 pandemic, the project has been notably successful in creating an open conversation among members who may not have known that they faced similar challenges in the same region.

In 2021, the achievements and findings of the project were shared in two online workshops.

Early on in the year, members with an interest in the region and the project came together to consider the role of mechanisation in supply chains. The second workshop, held as SAI Platform's contribution to the UN's International Day of Rural Women on 14 October, focused on women's economic empowerment.

This important workshop addressed the three critical barriers to women's economic empowerment - farm conditions, lack of access to services and women's status on farms. For example, although women are active in the Punjab potato industry, they are not considered farmers.

In total, 19 participants from the local teams of PepsiCo, Ingredion, Nestlé, Unilever, Mars, Ebro Foods and the Engro Foundation took part. Together, they learned more about the role of women in their supply chains, shared knowledge with peers working on similar issues and were made aware of partnership opportunities with member PepsiCo and the USAID Global Development Alliance (GDA) programme.

The PepsiCo/USAID GDA programme will focus on interventions that impact business value and risk mitigation as well as providing greater opportunities for women to advance in the supply chains of Pakistan.



“Women are the most vulnerable to climate change and there is a clear opportunity to engage women in climate smart agriculture.”
— Khalid, Ingredion

Several milestone achievements of the project regarding women's economic empowerment in the region were showcased in the workshop. In the corn supply chain, for instance, it is providing first aid kits and first aid training in Sindh and Punjab as well as educating women about farm safety awareness.

Next steps include educating women more about climate smart agriculture and introducing them to the benefits of the FSA such as farm data management software, finance and accounting.

Speaking at the workshop, Khalid of Ingredion said, “Women are the most vulnerable to climate change and there is a clear opportunity to engage women in climate smart agriculture.”

Looking ahead, a workshop on climate resilience is planned for 2022. ■

PROJECT MEMBERS

▼
INGREDION
NESTLÉ
PEPSICO



INDUSTRY SOLUTIONS



“SAI Platform is thriving at 20, but there is still a long way to go.”

JAN KEES VIS
GLOBAL DIRECTOR SUSTAINABLE SOURCING DEVELOPMENT
UNILEVER

As awareness and understanding of the wider implications of sustainability in the food and drink industry grow, Jan Kees Vis, Global Director Sustainable Sourcing Development, Unilever, looks back over SAI Platform’s 20 years of transforming agriculture and to the future, which is sure to be equally challenging if not more so.



There was a time when the CEOs of Unilever, Danone and Nestlé would meet once a year to discuss how their industry was developing. It was at one of these meetings that the conversation turned to sustainable agriculture.

Back then, focusing on sustainability at scale in the mainstream food and drink industry was unheard of. But these pioneers knew they had to tackle the initiative together. As their companies all bought from the same suppliers and had similar supply chains, they agreed on the need to put industrywide standards in place and decided this was a space to collaborate pre-competitively.

All three companies were already involved in the roundtables being set up to address deforestation caused by growing soy and palm oil and knew work was being done in those areas. As a result, they agreed to focus on arable farming in the EU and US where there was a clear need for what they were proposing, and the Sustainable Agriculture Initiative Platform was born.

It was probably inevitable that sustainable agriculture would become important - Unilever had asked me to start a sustainable agriculture programme in 1998 - but SAI Platform opened the space for it to be recognised as a key issue. When the organisation started, I was just becoming aware through our own programme what sustainability really was and what it meant for the food and drink industry in which I worked. The creation of SAI Platform helped me and others like me realise we were not alone.



In 2021, we are now over 150 members strong. As the years have moved on, so our sense of our collective power has grown. This is partly what is driving SAI Platform’s ambitious global regenerative agriculture initiative.

Our Regenerative Agriculture Programme grew out of the realisation that it is not enough anymore to reduce the negatives. We have to generate positive outcomes in food security, biodiversity, soil health, climate and livelihoods, and be able to prove them. This involves changes at the system level that, up until now, have not been thought through.

Fortunately, companies are embracing regenerative agriculture with alacrity. Sustainability is also entering into the brand positioning space like never before, which is helping to raise our profile.

In particular, food and drink brands have recognised that they need to talk to consumers about a change of diet and obtaining protein from vegetable alternatives. In order for farmers to be able to apply longer and more varied crop rotations, there has to be a demand from markets which would enable projects to justify their existence financially, including one I am involved in with Dutch farmers that focuses on crop rotation to suit changing soil and climatic conditions.

There is a rapidly growing awareness of the importance of sustainable agriculture and sustainability across our supply chains. Companies are finally understanding that if they are not sustainable, they

will not survive. However, as sustainability professionals, we know there are still many challenges to be faced.

Although the sustainable agriculture landscape is looking healthier, food and drink brands are still not integrating their sustainability or regenerative agriculture story into their overall narrative in the way, for example, Patagonia does in the clothing industry.

From SAI Platform’s perspective, there is a danger that brands differentiating themselves by using sustainability as a point of difference could go against the concept of pre-competitive collaboration we have spent so much time nurturing.

We need to convince marketeers in the companies in which we work that, to make a real difference, pre-competitive collaboration is the only answer. But we should also be equipped to counter criticisms from marketeers that us sustainability professionals in the food and drink industry do not live in their real and competitive world.

Therefore, we must do the work to understand the businesses within which we work from the ground up. We must not leave ourselves open to accusations that we live in an ivory tower. Also, we need to make sure that the marketeers we are trying to convince understand us. We must share a language as well as a common goal.

When our colleagues truly grasp our concerns and support us, we will be in a far stronger position to tackle the challenges forcing us all to rethink how we do

business. Today, these include the continuing impact of a global pandemic, especially on global supply chains, food sovereignty, unrest in parts of the world vital to food production, deforestation and labour exploitation.

But, despite the serious challenges we face, I am optimistic. I have faith in human ingenuity and nature has a great capacity to restore itself, certainly on the biodiversity front.

Looking at SAI Platform today also gives me enormous hope. The fact that an organisation which started out with just 3 CEOs over 20 years ago is now 150 members strong - and membership is accelerating - indicates we are needed more than ever before. And we have no time to waste. ♦

Jan Kees Vis joined Unilever in 1985. He started a sustainable agriculture programme in 1998. From 2001 to 2010, he was Global Supply Chain Director Sustainable Agriculture for Unilever. In 2010, he became Global Director Sustainable Sourcing Development. He retired from Unilever in September 2021.

He has been involved in and holds or has held board positions on the Roundtable on Sustainable Palm Oil, Sustainable Agriculture Initiative Platform, Sustainable Food Laboratory, Roundtable for Responsible Soy and Cool Farm Alliance. He is also a member of the Programme Coordination Board of the IDH Initiative Sustainable Landscapes (ISLA).

A TRIUMPH OF COLLABORATION TOWARDS GROWING A BETTER PLANET

With the arrival of FSA 3.0, the Farm Sustainability Assessment continues to improve.

FSA 3.0's launch is a response to, and driver of increased awareness and take-up as its value becomes more widely recognised and is accepted as the standard bearer in good sustainable agriculture practice and continuous improvement.

The result of over two years' work by forty-two members supported by hundreds of individuals, FSA 3.0 is a major change from 2.1 and demonstrates how collaboration is growing a better planet by transforming agriculture.

It ushers in a new phase to better enable users to drive relevant and demonstrable continuous improvement on-farm through supply chain collaboration.

Despite COVID-19, the team finalised a complete overhaul of all elements, added new important and innovative modules and updated the FSA questionnaire so it would remain fit for purpose in the years to come.



The purpose of FSA 3.0 is to drive relevant and demonstrable continuous improvement of on-farm social, environmental and business performance through supply chain collaboration and fostering a common understanding of sustainable agriculture.

STARTING THE CONVERSATION

FSA 3.0 acknowledges that change happens on-farm when supply chain actors have meaningful conversations with farmers that allow everyone to define challenges, options and priorities and improve and resource accordingly. SAI Platform sees its role as to make this a reality by offering the right toolset.

Most of all, the FSA is our way to start the conversation, connect new parties and empower them to improve farming practices in an inclusive approach to farm sustainability. Regardless of the scale of farming and the farming methods, practices, crops across the globe, the FSA enables everyone to actively improve the impact agriculture has on our planet.

FSA 3.0 INNOVATIONS

FSA 3.0 builds on tools that existed in 2.1, such as the Self-Assessment Questionnaire, benchmarking, and verification. These have all been reviewed and improved to drive continuous improvement and provide better assurance of FSA results.

At the same time, three new tools have been added to bolster the FSA's ability to drive and demonstrate continuous improvement.

An online Priority Screening Tool empowers farm management groups to gain valuable insights into relevant sustainability challenges such as climate change, biodiversity decline and labour rights and prioritise when developing continuous improvement plans. Among other things, it guides coordinators to ask the right questions and engage farmers about them in open conversation.

The Continuous Improvement Module provides guidance in developing, implementing, and monitoring a performance improvement plan with a group of farms based on the outcomes of the results of the Priority Screening Tool and the Self-Assessment Questionnaire.

An Outcome Measurement Module offers an approach to integrate outcome measurement into FSA implementation in a meaningful way, enabling the supply chain to be more certain that farmers are actively improving their performance even after an audit has taken place. The new Outcome Measurement Handbook provides guidance on how to do this.

AT A GLANCE**130+**

sustainability schemes with benchmark equivalence against the FSA, available in over 490 combinations, are in place

200,000+

farmers around the world belong to FSA verified Farm Management Groups.

38

countries currently have FSA verified Farm Management Groups

12,247

farms producing 77 different fruits and vegetables have been verified under GLOBALG.A.P. with the FSA Add-on

The Benchmarking Protocol has been aligned more with ISEAL's "Good Practices for Credible Benchmarking". Sustainable farming schemes will be subject to a governance eligibility review before they are benchmarked. For schemes to obtain FSA Benchmark Equivalence, they now need to comply with minimum assurance requirements.

"Ultimately, FSA 3.0 represents the first steps beyond measuring practices towards measuring impact," said Joe Rushton, FSA Director. "The Outcome Measurement Handbook provides guidance on how to integrate measurement tools into continuous

14 VERIFICATION BODIES

1 ● Austria
agroVet GmbH

2 ● Brazil
IBD Certificações Teknik Kontrol ve Egitim Hizmetleri Ltd. Sti.

3 ● Brazil
IMAFLOA Teknik Kontrol ve Egitim Hizmetleri Ltd. Sti.

4 ● Canada
Seeds Canada dba Centre for Systems Integration

5 ● France
Ecocert Environnement SAS

6 ● Germany
SGS Germany GmbH

7 ● Italy
CSQA Certificazioni Srl

8 ● Mexico
Certificadora de Productos Sustentables S.C. (CPS)

9 ● Netherlands
Control Union Certifications B.V.

10 ● Poland
Bureau Veritas Polska Sp. z o.o.

11 ● Portugal
AGRICERT- CERTIFICAÇÃO DE PRODUTOS ALIMENTARES LDA

12 ● Turkey
ECAS SERTIFIKASYON VE ULUSLARARASI DENETİM LTD STİ

13 ● Turkey
EKOINSPEKT Uluslar arasi Belgelendirme Denetim Gozetim Teknik Kontrol ve Egitim Hizmetleri Ltd. Sti.

14 ● United States
Scientific Certification Systems, Inc. d.b.a. SCS Global Services



ABOUT THE FSA

Farm Suitability Assessment (FSA) is a toolset for companies in the agricultural value chain that want to assess, improve and validate on-farm sustainability performance in their supply chains. The tools enable effective and efficient supply chain collaboration right along to the level of the farmer.

The purpose of the FSA is to drive relevant and demonstrable continuous improvement of on-farm, social, environmental, and business performance through supply chain collaboration and fostering a common understanding of sustainable agriculture.

It helps members and their suppliers to practically deliver on SAI Platform's purpose of accelerating the widespread adoption of sustainable agricultural practices and the transformation to sustainable food systems.

Since its inception in 2014, more and more companies have started using the FSA as their reference for sustainable farming and sourcing. Today, around 200,000 farms spanning 100 crops belong to verified groups in more than 40 countries across all continents. The FSA applies to all types of crop farming with more than 70 crops being produced with an FSA claim attached to it.

improvement. The process of assessing existing tools for measuring farm greenhouse gas emissions and climate impact has begun, as has integrating outcome measurement into FSA verification assessment.”

FSA 3.0 AT THE END OF 2021

By the end of 2021, FSA 3.0 was already in use. Several new benchmarks had been delivered and a number of farm management groups were implementing 3.0 directly in their supply chain.

The number of verification bodies approved to carry out FSA audits had increased, including in Turkey, the Middle East and Brazil. Each of these bodies has in depth knowledge of local farming conditions and has auditors available on the ground.

SAI Platform had set up two new work streams to manage and develop the FSA going forward: a standing FSA Assurance Working Group that monitors and improves the way verification is done and a Benchmarking Working Group.

The FSA team is working with the steering committee of the Regenerative Agriculture Programme to integrate these initiatives and share what was learned from developing FSA 3.0.

Looking ahead, the focus will primarily be on measuring impact, avoiding duplication of effort, building a growing body of measurement tools that is readily available and continuous improvement. The focus then will be primarily to support members in the implementation of FSA 3.0 and gathering their feedback to shape its immediate future.

Ultimately, the vision is to have more and more farmers, buyers, producers and other stakeholders using the FSA to create enough room for nature, enough room to produce food and enough room for farming communities to thrive. ■

Q&A with Iver Drabaek, head of Sustainability at Nordzucker Group



What is your personal involvement with the FSA 3.0?

I chaired the FSA 3.0 Guidance Committee in the development process. Nordzucker has implemented FSA in all its European activities.

What was the fundamental purpose of developing FSA 3.0?

In the process of developing the FSA 3.0 we sharpened the scope and made it clear that it is a dialogue instrument between supply chain partners focusing on making demonstrable improvement on the ground. A key to this is successful farmer engagement.

What were your biggest challenges in 2021?

To get the FSA 3.0 ready for launch and then to make a transition from the development work to a new setup that supports the implementation and continuous development of the FSA.

What personally are you most proud of?

The dedication, involvement and competence of the entire team in the FSA 3.0 Guidance Committee and related workgroups, and excellent cooperation with the FSA team.



“Over recent decades people in the urban environment have known very little about agriculture. People powered agriculture means the centrality of agriculture in the life of the people.”

ANDREA GRANIER
UNILEVER'S GLOBAL SUSTAINABILITY PROCUREMENT MANAGER

Andrea Granier is Unilever's Global Sustainability Procurement Manager. Since the launch of the Unilever Sustainable Living Plan in 2010, Andrea has participated in and chaired several working groups and been an active partner in collaborative initiatives and projects.

How would you describe your interaction and level of activity both from Unilever and personal perspectives Andrea?

For me, the fact that SAI Platform members are very diverse, from large- to medium-sized and small corporations to farming organisations as well, all active in different parts of the supply chain, not to mention the variety of crops and geographies, makes SAI Platform a valuable group of people with a richness of experience. In this context, I learn from other organisations in different parts of the supply chain, and I think they learn from



understanding the point of view of a large corporation.

What do you feel that SAI Platform has achieved for your organisation, your sector, the food and drink industry, and sustainable agriculture in general?

As you know, Unilever was one of the founders of SAI Platform, one of the original companies that got together in 2002 with the vision of solving the environmental and social issues generated by their upstream sourcing. They agreed that this could not be done in isolation but only by joining forces pre-competitively to make agriculture sustainable. It wasn't easy at all. It required perseverance and commitment, if you think that it took 12 years to get to the Farm Sustainability Assessment (FSA).

Since then, we have observed an acceleration of the adoption of the standard within our

supply chain, in many cases replacing other certification standards, in Europe and the US especially. At the moment, half of our sustainably sourced food ingredients from suppliers in Europe and the US are FSA-compliant. That means a lot for us. It also gives many companies the opportunity to develop their own sustainability at scale.

What do 20 years of SAI Platform and “People powered agriculture” mean to you personally?

For me, it means a visionary commitment and a constant effort to make sustainable agriculture mainstream. It also means putting agriculture back at the centre of what people talk about and people realising there's a link between the food they eat and what happens on the ground in the field, and in the agricultural space in general. The latter should not be taken for granted. Over recent

decades people in the urban environment have known very little about agriculture. People powered agriculture means the centrality of agriculture in the life of the people.

Great answer. Do you get out in the field and have much contact with farmers yourself?

I used to do much more in the past. But I am in contact with farming organisations. I'm a farmer myself. I'm farming arable crops, cereals, sunflowers in Central Italy. Our farm has been in my family for many, many years, since the 1800s. In the past it was a far more complex operation. We had a vineyard. I don't go out in the fields much anymore though, as I live in Rome but run my farm remotely.

What do you see as the key issues for the food and drink industry right now, and how do you think they will develop over the next 5-10 and 20 years?

What we know is that only a small minority of the industry is climate ready. Most companies have not yet developed a sense of urgency about the climate emergency. So, the next five years will be spent gathering knowledge before they start doing something. We really need to accelerate the conversation and it is here that SAI Platform plays an important role. ♦



FSA WELL POSITIONED TO SUPPORT CHINESE GREEN DRIVE

SAI Platform's Farm Sustainability Assessment (FSA) tool is in an excellent position to help shape sustainability in China from the ground up and help drive transformation.

In 2021, China issued its 14th Five-Year plan. Out of 119 key projects proposed, 14 of these projects focus on sustainability and 8 on agriculture and rural development - roughly 20% of the total. The extent to which sustainability is a priority for the Chinese government is reflected in its policy to build a stronger foundation on which to implement sustainability measures, particularly in key areas such as climate change and biodiversity.

There is no doubt that the FSA is ideally positioned to provide a foundation for putting these policies into action. But, to succeed, we need to make sure the tool is well recognised and implemented by both existing and prospective SAI Platform members.

Since 2020, SAI Platform's consultant Angela Hu, has organised a series of meetings with SAI Platform members and ran several FSA workshops. Now, working with consultant Isabel Nepstad, we are focused on demonstrating the FSA's credibility to the government.

"The impetus towards sustainability is also coming from the Chinese government," Nepstad explained, "so it's vital that we convince them of the merits of the FSA. But we must also demonstrate the benefits of FSA to companies who have set targeted sustainability goals."

THE FSA WITHIN THE CHINESE CONTEXT

Chinese companies looking for tools that will benefit them as they become more sustainable and ultimately carbon neutral are increasingly focusing on FSA. For SAI Platform, the implementation challenge revolves around getting to grips with a fragmented food and drink industry and the fact that supply chains vary considerably from region to region.

SAI Platform must also make sure that the FSA fits the Chinese context while maintaining its international integrity. For Chinese companies wanting to export, there is considerable advantage to be gained from being aligned with the FSA, which

is international, well-established, well recognised and credible.

At the end of 2021, interest in SAI Platform was regional, reflecting the fragmentation in the Chinese food and drink industry. We were active in the north-eastern grain belt, in the fruit and vegetable growing region in Shandong province and in Shenghui.

Looking ahead to 2022, SAI Platform will be delivering FSA 3.0 translated into Chinese, going out into the field to understand implementation at ground level, and exploring ways to share information and develop strategic partnerships.

Most of all, SAI Platform is determined to benefit from its investment in establishing a presence in China, which began in 2017. "We remain convinced that both the FSA and SAI Platform have an important role to play in China to support both our members and the food and drink industry at large," said Jane Duncan, SAI Platform Senior Director of Operations. ■

FSA ACCELERATOR TURKEY PROJECT

ACCELERATING FSA USE TO BENEFIT THE TURKISH SUGAR BEET SUPPLY CHAIN

SAI Platform members for whom Turkey is a key sourcing region have grasped the challenge of accelerating use of the Farm Sustainability Assessment Tool (FSA) in a complicated environment.

buoyed by the success of the sugar beet FSA Accelerators in Europe and Russia (SUBERU) which demonstrated the power of a pre-competitive, collaborative approach, members Barry Callebaut, Coca-Cola, Nestlé and PepsiCo initiated this project.

As with all supply chains, challenges to demonstrate sustainability exist. By identifying and communicating work on-farm to illustrate good labour practices and record-keeping, project members concentrated on working together to highlight resources and engage key stakeholders in Afyon, Kayseri, Konya and Kirsehir provinces. The sugar supply chains are embracing sustainability and becoming familiar with its potential to help scale sustainable agriculture.

The ultimate goal of the project is to harmonise the approach to sustainability across buyers and suppliers to enable greater impact on-farm, benchmark progress and identify opportunities for implementation training.

Looking ahead to 2022, as Nick Betts of SAI Platform explained, "We will capitalise on the fact that there is now a group in Turkey learning about the FSA and keen to share their knowledge. The next step is to make sure we have the resources to move forward to deliver our plans". ■

We will capitalise on the fact that there is now a group in Turkey learning about the FSA and keen to share their knowledge. The next step is to make sure we have the resources to move forward to deliver our plans.

PROJECT MEMBERS

▼
BARRY CALLEBAUT
COCA-COLA
NESTLÉ
PEPSICO

CONTINUING TO SUPPORT THE PROGRESS OF THE EUROPEAN BEEF SECTOR

For the European Roundtable for Beef Sustainability (ERBS), 2021 was all about enabling Platforms in countries, that together produce more than 70% of European beef, to transition to a more sustainable production.

Our goal was to continue the work of establishing the Beef Recognition Framework as a consistent, simple way of cutting through complexities to unite programmes and activities in different regions with different contexts and dynamics. We focused on the four key areas of environment, animal medicines, animal health and welfare and farm management.

The ERBS works via a construct of Platforms within countries as we recognise national and local programmes to accommodate the diversity of production systems. Throughout 2021, Platforms in France, Germany, Ireland, Italy, Poland, and the UK have each worked towards our targets. We completed the first stage of progress reporting, while reviewing opportunities to share insights between Platforms and members.

We developed guidance documentation, reporting and verification mechanisms. To aid with reporting under the Beef Recognition Framework, we organised a workshop and webinars with experts covering different topics.

By the end of 2021, the first reporting of progress against the outcome targets was completed, an important milestone in the journey towards sustainable beef production. The six Platforms produced an extensive review and an in-depth report on activities underway supporting further progress.

With over 70 activities aimed at driving positive change on the ground identified, the Platforms' reporting clearly demonstrates the ERBS's level of commitment.

"The verification of Platform reporting is a significant milestone for the ERBS and our members," said Claire Donoghue, ERBS Co-Chair. "We now have all our Platforms working towards our sustainability goals and have the mechanism in place to track performance. This allows the ERBS to focus on best practice and knowledge sharing throughout Europe and in conjunction with the Global Roundtable for Sustainable Beef (GRSB)."

The verification of Platform reporting is a significant milestone for the ERBS and our members



ABOUT THE ERBS

The ERBS is a multi-stakeholder organisation focused on beef sustainability, connecting its members from producers and farmers, allied industries and retailers. To go beyond compliance, the ERBS has chosen to focus on the most material and most urgent areas of preserving the effectiveness of animal medicines, improving animal health and welfare, improving the resilience of beef farming, and improving the environmental footprint of beef farming systems.

The ERBS recognises national and local programmes and to accommodate the diversity of production systems, the ERBS supports stakeholders to develop their own approach in a locally relevant way, using a simple, staged recognition framework. The activities with farmers in each country are coordinated by a Platform, which is a group of cross-sector stakeholders all working towards a common vision.

Across the Platforms, over 70 separate activities spanning a diverse portfolio are taking place to improve the sustainability of beef production, with over 200,000 farmers connected to Platforms and progress is being made.

Platforms in countries involved in the ERBS represent more than 70% of European beef production, and we're actively working on bringing even more European production into the ERBS programmes.

The ERBS is also aligned to the principles of the Global Roundtable for Sustainable Beef (GRSB).

**THE TECHNICAL WORKING GROUP
DRIVING REPORTING, VALIDATION AND
VERIFICATION**

The Technical Working Group (TWG) is the guardian of ERBS credibility. It reviews learning points and gathers the data needed to establish how we work together moving forward.

In 2021, the TWG was also the engine room of the ERBS as it developed a robust reporting framework as part of supporting the sector to demonstrate measurable and credible progress.

Each assessment a Platform completed was then independently verified by an independent assessor it appointed. This made the most of local knowledge and local contexts and dynamics.

As Mick Houlihan, Sector Manager for Dairy, Beef and Lamb, Bord Bia, Ireland put it, “The new reporting format and independent report assessment along with the relevant guidance is a very positive step towards achieving consistency, transparency and credible oversight on progression towards the ERBS outcome targets by each Platform.”

The TWG reviewed what had been learned and began establishing a strategy to build on this in the spirit of continuous improvement. Standing alongside the TWG was the ERBS Communications Working Group, which focused on establishing communications tools and narratives that can be shared externally.

Summing up, Rozanne Davis, ERBS Director said “If we’d done the validation and verification process a year ago, it might only have felt theoretical. Doing it now has given us plenty of excellent insights into what we can build on moving forward, particularly on topics where we can be making the most of shared knowledge.”

WORKING MORE CLOSELY WITH THE GRSB

The ERBS had a strong part to play in the drafting of the Global Roundtable for Sustainable Beef (GRSB) goals covering animal health and welfare, climate and land use. We were keen to make sure they had line of sight to the goals the ERBS already has in place.

Jane Duncan, SAI Platform Operations Director, along with ERBS Co-Chairs Claire

“The new reporting format and independent report assessment along with the relevant guidance is a very positive step towards achieving consistency, transparency and credible oversight on progression towards the ERBS outcome targets by each Platform.”
— Mick Houlihan, Sector Manager for Dairy, Beef and Lamb, Bord Bia, Ireland

Donoghue and Nigel Edwards also began representing the ERBS at GRSB Board Meetings as our voice.

In the light of the ERBS’s emphasis on knowledge sharing and partnerships, the connection with the GRSB is more important than ever. It will help us all in moving towards a reimagined global beef sector and finding the right long-term solutions to the complex challenges facing the planet.

LOOKING FORWARD TO 2022

We are naturally keen to grow ERBS membership, expand across Europe and promote external awareness of our work.

As part of the emphasis on sharing knowledge in 2022, the ERBS will continue to collaborate with other organisations. We will also draw on member experience on the ground. ■

- ERBS
-
- CORTEVA AGRISCIENCE
- PZHIPBM
- PETERSON CONTROL UNION
- PZPBM.PL
- AHOLD DELHAIZE
- ANGLO BEEF PROCESSORS
- BADER
- BARILLA
- BEEF+LAMB NZ
- BORD BIA
- DAWN MEATS
- HILTON FOOD GROUP
- INALCA
- INTERBEV
- KEPAK
- MOY PARK
- OSI FOOD SOLUTIONS
- QUALITY MEAT SCOTLAND
- RED TRACTOR
- VION FOOD GROUP
- MARS INCORPORATED
- MCDONALD’S
- LIVESTOCK & MEAT COMMISSION (LMC)
- TOENNIES

AT A GLANCE

25
total members

2
new members in 2021: Orkla and Toennies

4
priority areas:
Environment
Animal Medicines
Animal health and welfare
Farm management

200,000+
farms linked to Platforms in ERBS countries

ERBS Platforms in countries include

- France
- Germany
- Ireland
- Italy
- Poland
- United Kingdom



Q&A with **Claire Donoghue** Chair of the ERBS



How has your second year as co-chair been different from the first, Claire?

We're very much moving towards practical action and beyond development and planning. My first year focused on ensuring that platforms were aligned with the ERBS as a whole so we spent a lot of time on agreeing and setting targets and designing reports from countries on their progress. This year we've started using the reports to assess our progress and from there determine next steps.

How's that impacted on what you do?

It's more about disseminating information and practical implementation. We've really transitioned to the stage where we listen to, and understand Platforms' needs and come up with practical solutions to help them hit their targets. We're helping Platforms within countries to interact with farmers, the wider community and other ERBS members to share insights and lessons learned from all of our work.

What kind of lessons have been learned?

The willingness to work together in a collaborative way for the beef industry as a whole has struck me. For example, Platforms such as Ireland and France that have well-established programmes are sharing their methodologies with countries like Poland who are starting out. This is a huge saving in terms of resources and will enable all Platforms to progress at a quicker rate. It also means we are well positioned to welcome new Platforms to the Roundtable, which is a goal for us for 2022.

What have been your biggest challenges in 2021?

It was COVID-19 again which created a second year of challenges. I'm very much looking forward to getting back out to farms and seeing real-life examples of some of the practices we've put in place.

How has the relationship with GRSB developed?

The GRSB has progressed well with their strategy and direction and spent a lot of 2021 devising their own targets. We were heavily involved in each of the groups assessing these targets. It's great that the GRSB and

the ERBS are moving in the same direction and addressing opportunities and challenges that are common to the beef industry globally. Despite a myriad of different production systems and different challenges, there is also a lot of common ground for us to work on together.

Looking to 2022. What do you hope the ERBS is going to do?

This year Rozanne Davis joined as ERBS Director, and she has been amazing. We have ambitious and exciting plans for 2022. Building on what I said earlier, we really want to demonstrate and communicate the benefits of the ERBS to members. This involves sharing examples of practices with them and exploring member-funded research to help us all hit targets.

What is the mood of members?

It's positive. There are a lot of companies making bold statements and setting ambitious goals around carbon targets. This increased focus on sustainability and the claims that companies are making has mobilised the group and added momentum to our mission.

It's SAI Platform's 20th anniversary next year. What do you think we have achieved in the past 20 years?

SAI Platform can be proud of what it has achieved within a relatively short time span. In the beginning, meeting the needs of different industries such as beef was challenging. The fact that SAI Platform could embrace that challenge and work in different ways, in different areas to shape the sustainability agenda really shows their expertise and knowledge, and consequent value for members.

You've been a member for three years now. What changes have you seen, not just in the ERBS but in general?

There has been more focus on collaboration between the various activity areas across SAI Platform which is great to see. While all the industries are quite different, there is definite crossover so it's very important to work together, avoid duplication and most importantly ensure that in fixing a problem in one industry you are not creating another one elsewhere. Working with the Dairy and Crops Working Groups in the past 12 months and receiving insights from industries that are similar but different has been very advantageous. It means we are not starting with a blank sheet when we come up with new initiatives.



Co-Chair of the ERBS, Claire Donoghue

▼

To celebrate 20 years of SAI Platform, we will be launching the “People-powered agriculture” campaign in 2022. What does that mean to you?

It means that everything we do has to make sense for people. There have to be workable farming solutions. It's about the people behind the opportunities and challenges.

What do you think are the big issues today and where would you like to see SAI going looking ahead to the next 20 years?

2022 and beyond will continue to bring real opportunities for the beef sector to demonstrate measurable progress on sustainability priority topics. Regenerative agriculture is a current hot topic, with the focus on working out what it means for practical action on the ground. The emphasis on carbon is only ramping up and the reason it remains so topical is because of the complexity surrounding it. There is still so much to solve on meaningful GHG emission reduction. We also need to bear in mind the attitude of younger people who are highly attuned to greenwashing and who are sceptical in general - this presents a healthy challenge in how to present the true facts in a transparent and accessible way.

Claire Donoghue is Co-Chair of the ERBS and Operations Director and Head of Sustainability at OSI.

Q&A with Nigel Edwards Vice-Chair of the ERBS



When did you get involved with SAI Platform, Nigel?

I took part in some of the 2018/2019 conversations about the ERBS and started to learn more about what was going on in the world of cattle sustainability.

What were the highlights of 2021 for you?

One of the key things we've done this year is become engaged in the goal setting for the Global Roundtable for Sustainable Beef (GRSB). We've made our relationship with them stronger and, in effect, we're enabling and supporting them

to get through their goal setting process so they can align with the stage we're at in ERBS.

I think they've made tremendous progress and it feels like we're now part of a broader momentum towards common goals. We're looking forward to demonstrating our own progress against these as well as our own goals, which are in synergy.

The main progress we have made in ERBS this year is a lot of work to establish the country-level Platforms reporting properly, to give them a reporting process which is robust. And what really starts to come alive is when platforms start sharing what works with each other.

It's also been very helpful to work more closely with the SDP. We're now talking regularly and commissioning work together. I can see the fruits of that dialogue coming through clearly and it's exciting to have shared knowledge that we can use across SAI Platform.

This is an exciting time for beef sustainability but also challenging because in 2021, at the international level, there's been an enormous focus on methane emissions and on sustainable food

production. We've been facing challenges relating to whether it's healthy to eat meat versus other diets. There's also been a lot of adverse media coverage on the impacts of eating meat, drinking milk and so on which is frequently not grounded in science.

It's vitally important that SAI Platform and the ERBS and Dairy Working Groups have access to the right science and information and we build our case on these.

On the other hand, there are lots of new technologies coming out - feed additives that can reduce methane, for instance. The science behind sequestration and reporting is becoming clearer. Methodologies for measuring on-farm are becoming less complex and more consistent.

It feels like there's genuinely positive momentum that will enable us to define the role of red meat in a diet that's healthy for us and the planet.

What do you enjoy most about being co-chair of ERBS?

I'm forever learning. A highlight for me was working with the Dairy Working Group and Wageningen University. We had really good dialogue in a small

working group, conversations I would never have if I didn't have a role in ERBS and SAI Platform.

I've started to get to know more people, and I am engaging in an in-depth dialogue about a wide range of countries and production systems that I wouldn't normally discuss and understand a different perspective. But it's all totally in sync.

Also, national programmes have to work within their political frameworks and we have to understand this. It gives us an access and understanding I wouldn't otherwise have.

Yes, it's hard work at times but when we look back over the year, the work we've done together, and the fact that we're in a stronger position to do things even better next year, is great.

Nigel Edwards is Co-Chair of the ERBS and Group CSR Director of Hilton Food Group plc

SDP REPORTING HUB LAUNCHED AND THREE NATIONAL PROGRAMMES BENCHMARKED

In 2021, the Sustainable Dairy Partnership (SDP) took a considerable leap as the Reporting Hub was launched, national programmes were benchmarked, and membership numbers reached double the 2019 total.



The September launch of the SDP Reporting Hub clearly signalled that the dairy industry is transforming towards a more sustainable and accountable supply chain.

From the successful launch, take-up of the SDP Reporting Hub snowballed as many buyers asked suppliers to join. Suppliers themselves realised they were now able to share progress with several buyers at once without the need for multiple audits, standards, and duplication of effort.

ABOUT THE SUSTAINABLE DAIRY PARTNERSHIP

The Sustainable Dairy Partnership (SDP) provides a consistent global approach to dairy sustainability in commercial relationships between dairy buyers and processors.

Currently, the SDP represents approximately 30% of the total globally traded milk volumes.

Developed through a multi-stakeholder process that includes dairy processors, industry associations, and dairy buyers, it was created with the goal of driving continuous improvement in dairy sustainability.

To achieve this goal, the SDP accommodates industry sustainability initiatives, national programmes, voluntary certifications and regulatory compliance drawing on consistency and credibility.

The SDP builds on the Dairy Sustainability Framework (DSF) and its 11 criteria, which provide a global framework for a holistic, pre-competitive and collaborative approach to sustainability in the dairy value chain.

Representing a commitment to the DSF and a collaborative and common approach to assurance and reporting, the Sustainable Dairy Partnership is helping the global dairy sector scale success and lead the dairy industry to a new level of sustainability.

The launch was the culmination of an intense collaborative process that included the challenge of fitting many complex elements together and holding multiple sessions with future users.

As Patricia Garcia Diaz, Dairy Director, put it, “the biggest challenge was to start from a blank canvas and create something that has never been done before. We couldn’t use existing tools and had to develop our own.”

A significant milestone, the SDP Reporting Hub simplifies communication between buyers and suppliers while delivering transparency and efficiency globally and building the confidence that enables stronger and longer lasting relationships.

All users now have access to a unified approach to demonstrating sustainability progress covering benchmarking, targets and areas of improvement that complies with all member confidentiality requirements.

Processors work with a single standardised report to demonstrate progress that can be accepted by multiple buyers. They also retain the rights to their reports and control customer access.

For technical partner Muddy Boots by TELUS, the launch was also a triumph. “We are proud of what we have achieved,” said Kevin Ramm, Head of Sustainability, Muddy Boots by TELUS, “We believe we have created a valuable tool where each of the key roles has a positive user experience within an easy-to-use application, saving them time and building trust in a single source of truth for sustainability reporting and disclosure.”

BENCHMARKING OF NATIONAL PROGRAMMES BEGINS WITH THE US, IRELAND AND DAIRY AUSTRALIA

Within the context of the SDP, a national programme is a body that represents and progresses the sustainability of the dairy industry in that country. Many countries have national programmes that advance sustainability in their dairy industry. The SDP recognises and uses this work.

The scale, extent and approach of a national programme will vary between countries. It may include guidance materials, sets of tools and

“We are proud to be supporting a process that will enable alignment in the global dairy industry, reduce duplication of efforts on the part of processors and support more efficiency in reporting progress on sustainability in a B2B environment.” — Deirdre Ryan, director of Sustainability and quality Assurance for Origin Green, Bord Bia

activities to support the local industry. It could also include sets of requirements measured and, in some cases, assured by third parties. Also, it might offer a set of supporting materials, tools and activities intended to help progress the sustainability of the dairy industry.

National programmes are meant to align to the SDP and, in the long term, use the same language when it comes to requirements and measurements. For the SDP, the value of a national programme includes determining areas of equivalency between different national standards, eliminating duplication and increasing engagement and impact for the SDP.

In 2021 we completed the benchmark of the SDP against Origin Green in Ireland, the US programme and Dairy Australia. Throughout the benchmark process, we identified equivalencies between these programmes and SDP requirements. These findings will be operationalised on the SDP Reporting HUB in 2022.

Responding to being benchmarked by the SDP, Deirdre Ryan, director of Sustainability and quality Assurance for Origin Green, Bord Bia, the Irish national programme said, “We are proud to be supporting a process that will enable alignment in the global dairy industry, reduce duplication of efforts on the part of processors and support more efficiency in reporting progress on sustainability in a B2B environment. Implementation also enables Irish companies to receive recognition for the practices they’ve already put in place.” ■

● SDP MEMBERS AND USERS

— MEMBERS USING THE SDP

- AHOLD DELHAIZE
- ARLA FOODS
- BARILLA
- BARRY CALLEBAUT
- CALIFORNIA DAIRIES INC.
- CARBERY
- CAYUGA MARKETING LLC
- COCA-COLA COMPANY
- DAIRY AUSTRALIA
- DAIRY FARMERS OF AMERICA
- DANONE
- FERRERO
- FONTERRA
- FRIESLANDCAMPINA
- GIVAUDAN
- GLANBIA INGREDIENTS IRELAND
- INTERFOOD
- KERRY GROUP
- LAND O’LAKES
- MARS INCORPORATED
- NESTLE
- ORKLA
- RECKITT BENCKISER
- SAVENCIA FROMAGE & DAIRY
- SODIAAL
- STARBUCKS
- SYNLAIT
- TARGET
- THE HERSHEY COMPANY
- THE KRAFT HEINZ COMPANY
- UNILEVER
- VREUGDENHIL DAIRY FOODS

— SDP USERS ONLY

- PRAIRIE FARMS DAIRY
- AGROPUR
- DMK DEUTSCHES MILCHKONTOR GMBH
- GRASSLAND DAIRY PRODUCTS, INC
- LEPRINO FOODS COMPANY
- MEADOW FOODS LIMITED
- VALLEY QUEEN CHEESE FACTORY, INC.
- LAKELAND AND DAIRIES
- CO-OPERATIVE SOCIETY LTD

Co-Chair of the Dairy Working Group, Hansel New



What have been the major achievements and issues for the Dairy Working Group, Hansel?

The progress we’ve made on the Sustainable Dairy Partnership (SDP) is a definite highlight. Many members of the Dairy Working Group worked on the SDP, which was heartening. It’s always good to see a broad level of member engagement and not just a few passionate members. Passion across the Dairy Working Group and engagement with key initiatives continue to be our key strengths.

This leads to better communications and an increase in collaboration, which means more work gets done and that helps spread the workload. We’ve been blessed in that respect.

How do you feel about the launch of the SDP Reporting Hub?

It all went pretty smoothly, considering that there were so many complex pieces to the project. I’m proud to report that we were on time and below budget. I’d attribute this to powerful collaboration and Dairy Director Patricia’s strong project management.

What about benchmarking of national programmes through SDP national equivalency? What are your thoughts on this?

Here, our job is not to reinvent the wheel but to build on the good work that’s already being done with additional programmatic elements and a continuous improvement mindset. I thought the national benchmarking programme was a fine example of that approach. It also clearly demonstrated the value the SDP adds to reduce complexity and duplication of effort.

What’s it been like working with Klaas Jan?

It’s been a pleasure. He’s super-knowledgeable and has a lot of expertise. We’ve also seen eye to eye on our vision and how we want to help the Dairy Working Group during our Co-Chairship. We, at minimum, meet every other week through online meetings and collaborations and then we’ll frequently have email traffic back and forth if questions come up outside of that regular check-in period.

What do you feel you’ll have achieved before you step down as co-chair?

I think I’ve brought a spirit of collaboration to the group. At the end of the day, one of my primary roles has been to represent the processors in the group and our interests. And, as most of the processors in the Dairy Working Group are owned by farmers in a cooperative structure, that means also representing the interests of dairy farmers. I’m also trying to demonstrate leadership in a lot of our initiatives, especially with GHG.

I think that legacy will continue on in years to come and also offer future opportunities for leadership for others in the Dairy Working Group.

Hansel New is Co-Chair of the Dairy Working Group and Director of Sustainability Programs at Dairy Farmers of America, one of the largest dairy companies in the world

THE WILD HARVEST PROJECT

PIONEERING AN INDUSTRY-WIDE STANDARD FOR SUSTAINABLE WILD HARVESTED CROPS

Throughout 2021, a group of SAI Platform members ranging from Agrana to Unilever continued to work towards the soft launch of SAI Platform's Wild Harvest Sustainability Assessment, planned for release in spring 2022 and intended to stand alongside the Farm Sustainability Assessment (FSA).

Wild harvested ingredients such as berries or flowers are often those most recognised by consumers because they provide the unique flavour or aroma of products like herbal infusions. This is the reason they feature prominently on labels.

Although wild harvest systems usually involve minimal land management, there may be major biodiversity concerns because they are sourced from unmanaged environments. There is also the need to make sure that supply chain and labour conditions are transparent. The Wild Harvest project is tackling these issues.

In 2020, we completed biodiversity and field assessments which, in 2021, were reviewed extensively by external parties, auditors, and supply chains. We also built up the documentation around the standard to align with the FSA and make sure the system in place is robust. We have left room for development and iteration as we learn more about how the standard is used in practice.

Andrea Granier, Sustainability Procurement Manager at Unilever, one of the key partners in the project, explained that "Now, as a result of the right people being involved at the right time, we are almost ready to go. It's also amazing to see more businesses joining the project group, which is helping create fresh ideas."

Looking to 2022, the Wild Harvest Project will, according to Walter Taillefer, Technical Manager & Fruit Buyer at innocent drinks, one of the companies involved in this pioneering initiative, "finalise governance and release standards for additional feedback as well as begin to benchmark existing wild standards against our new standard."

When it is launched in spring 2022, the new standard will be benchmarked to FSA with the potential to be used alongside it so companies sourcing wild and conventionally farmed ingredients can make equivalent sustainability claims across supply chains. ■



PROJECT MEMBERS

▼
 AGRANA
 DÖHLER
 DUPONT
 FIRMENICH
 GIVAUDAN
 GRIFFITH FOODS
 INNOCENT
 KALSEC
 KERRY
 ORKLA
 SYMRISE
 UNILEVER

“Now, as a result of the right people being involved at the right time, we are almost ready to go.” — Andrea Granier, Sustainability Procurement Manager at Unilever

FLORIDA ORANGE SUSTAINABILITY ACCELERATOR PROJECT

PROJECT AIMS TO PRODUCE OVER 90% OF FLORIDA'S ORANGE JUICE SUSTAINABLY



The Florida Orange Sustainability Accelerator project aims to facilitate alignment across the industry using SAI Platform's Farm Sustainability Assessment (FSA) as the mechanism to engage farmers, understand and advance continuous improvement on-farm, and communicate this to all major companies purchasing processing oranges in Florida.

Using the FSA, the project is targeting 90% of production (by volume), significantly impacting the 4 million boxes of oranges sold out of Florida every year. It is a collaboration between 13 SAI Platform members at every level of the industry and the orange growers and grower associations on the ground and in the groves.

In 2020, after connecting on Spotlight, members leading the drive towards sustainability at every level of the industry began scoping out the project.

Together, Florida growers involved in the project, supply the vast majority of oranges cultivated by the industry in the state. According to the Citrus Industry website, this was projected to amount to 56 million boxes in the 2020-2021 season. Although this seems like an enormous amount, it is actually the second smallest Florida harvest in the past 20 years, which is adding to the sense of urgency around the project.

By assessing their farm through the lens of the FSA, growers could become more resilient to extreme climate events. The tool also allows them to communicate the sustainable practices they employ and remain competitive in a way that all industry stakeholders and buyers understand and accept.

Achieving goals such as these means building consensus around FSA/FSA equivalency, eliminating barriers and providing resources to enable growers to reach this. Ultimately, the aim is to grow a community dedicated to wider sector engagement and transforming the industry.

Project members welcomed the impressive level of support from Florida orange farmers. It is a clear indication of the industry's keenness to embrace sustainability and continuous improvement through pre-competitive collaboration and scaling the FSA in Florida.

"Such strong support across the entire supply chain really demonstrates how the Florida orange industry is ready to engage and support growers in advancing their sustainability," commented Joe Maguire, Procurement Director - Sustainable Agriculture, Coca Cola.

By September 2021, farmers' existing sustainability efforts had been assessed against FSA 3.0 as well as state and federal legislation by members and cooperatives involved in the project. ■

"Such strong support across the entire supply chain really demonstrates how the Florida orange industry is ready to engage and support growers in advancing their sustainability."

— Joe Maguire, Procurement Director, Sustainable Agriculture, Coca Cola.

PROJECT MEMBERS



SAI PLATFORM MEMBERS

PEP
TCCC
TREATT
OCEAN SPRAY
GIVAUDAN
CUTRALE
SYMRISE
MIRITZ
ADM
FIRMENICH



NON-MEMBERS

FLORIDA'S NATURAL
PEACE RIVER COOP
FLORIDA CITRUS MUTUAL

Agricultural transformation through collaboration - a conversation between SAI Platform members

The key theme throughout this annual report is the agricultural transformation towards a more sustainable food system and the importance of collaboration. With this in mind, we invited members from the Dairy and Crops Working Groups and the Beef roundtable to discuss what our theme means to them.

Brigid Norde-McAleer, SAI Platform's Communications Director, chaired a stimulating conversation between Megan McKerchar of the Crops Working Group, Sarah Haire of the European Roundtable for Beef Sustainability and Haaye Boonstra, whose interests include Crops and Dairy.



BRIGID NORDE-MCALEER
—
SAI PLATFORM



MEGAN MCKERCHAR
—
CROPS WORKING GROUP

BRIGID: SAI Platform is celebrating its 20th anniversary next year. What do you think are the key issues for the food and drink industry and how do you see them developing as we look to the future?

HAAYE: I've been involved with SAI Platform from the very beginning.

I've worked in food and drink for almost forty years and in sustainability for 15 of these, for several multinationals in different countries. For the past 4 years I've been sustainability manager with Vreugdenhil Dairy Foods which produces milk powders.

I think we can all agree that the number of companies working hard on sustainability has clearly grown and that sustainability has become a key pillar for many companies' existence.

But there's another side to the story. The situation with climate change getting worse, and biodiversity loss, even though we've spent billions of dollars to make change happen. We're focusing on solving the symptoms of the problem, not the source and the way we've defined our food and drink system won't work for the future.

Also, we're sending mixed messages about sustainability to consumers and ourselves. For example, we need to reduce GHG emissions across the entire supply chain and in agriculture in general, but we don't have a clear idea of what we'll use in the future. SAI Platform can play an important role in defining how we make our food system work in a sustainable world.

SARAH: I'm Head of Agriculture for Dawn Meats. I'm an ex-chair of the ERBS and currently chairing the UK Cattle Sustainability Platform. I'm also a farmer, farming cattle, sheep and pigs at home on a very small scale.

"We're only now talking about the supply chain in its entirety. People have only recently joined the dots and the nutrient element is slow to come to the party. We are in danger of losing sight of what we're producing and its nutritional benefits." — Sarah Haire, Head of Agriculture for Dawn Meats

I agree with Haaye that we do have to look backwards and recognise the huge progress that has been made. Right now, I'm working more closely with companies that are effectively competitors than I've ever done before. That's a really positive step but it's also a slow process because it's harder to make change on a mass scale.

We're only now talking about the supply chain in its entirety. People have only recently joined the dots and the nutrient element is slow to come to the party. We are in danger of losing sight of what we're producing and its nutritional benefits.

We have all the challenges around processing our raw materials and getting them to the consumer. And, as you say Haaye, the consumer base is more and more aware of sustainability but more and more confused about what to do and what it means. We have the rewilding, organic, and now regenerative agriculture conversations as well as conventional farming. The whole space is getting very noisy.

To me, coming together is key and that's the role SAI Platform plays.

MEGAN: I'm Group Sustainability Manager for Agriculture at Nomad Foods¹, the frozen food business¹. Thank you so much Sarah and Haaye. You've really planted some great seeds.

I think sustainability is now a catch-all phrase that means different things to different people. The challenge is that there isn't a one size fits all solution and we all have different opinions as to what the solutions are. I agree with Sarah that change is slower because we want to make change on a mass level and that takes time.

The good thing is that we've started seeing companies demanding more transparency



SARAH HAIRE
—
EUROPEAN ROUNDTABLE FOR BEEF SUSTAINABILITY



HAAYE BOONSTRA
—
CROPS AND DAIRY

across the supply chain. If our suppliers can't give us sustainability reports, we ask them for more information. This is happening more and more in food and drink which is great, but we need systematic change to be able to capture all the information we're asking for. We're going to have to solve this in the next five years, particularly if we're going to have good carbon reporting. We're also going to need ways of capturing quantitative data on a large scale.

To Sarah and Haaye's point about consumers, recent insights estimates that – speaking only about Western Europe – by 2029 about 50% of consumers will make purchasing decisions based on the demonstrable sustainability of a company. The question is how much of a well-informed and intelligent decision will they be able to make? A lot of greenwashing could potentially happen. I'd say that we need to educate our consumers, but do we have to expect them to be experts? Absolutely not.

¹ Megan McKerchar has since left Nomad Foods and is now Science and Methods Manager at Cool Farm Alliance.

“The commonality I see between us is the need for communication across the supply chain from due diligence to communicating effectively with our growers and consumers.” — Megan McKercher, formerly, Nomad Foods.

Where I see change happening is the need to move away from being purely about trading and more of a partnership. When suppliers are more like long-term partners, we can talk to them about sustainability projects. It's about improving the sustainability performance of the entire supply chain through better practices and behavioural changes as well as great relationships and collaboration.

B: How do you see the food and drink industry's role in influencing consumer behaviour to enable the positive change we're all talking about and that of your sector? Megan?

M: As an industry, I do think we have a role to educate our consumers.

And continuing on from the last question, we need good long-term relationships with our suppliers if we're going to be able to be transparent in how we communicate with consumers. But that's not as easy as it sounds when you bear in mind that, while we live in a globalised supply chain environment in terms of consumer expectations other parts of the world are maybe progressing at a slower rate. If you push businesses too far in your demands for transparency, they might decide they don't want to supply you anymore and go to your competitors. That's a risk.

The good thing is that consumers clearly want to do the right thing and today's younger generation are generally better educated about these issues compared to before.

S: Picking up the comment Megan made about consumers not being the experts, she's so right. It's got to come down to the fundamentals of: you need to eat to live so what do you do to eat sensibly? All of us in the food and drink industry have a responsibility to help consumers learn how to do this rather than to simply try and persuade them to consume more of our product.

We must also be aware that consumers have greater demands on their pockets and spending on food is smaller than ever. So, we have to cater for everyone, which sometimes goes against sustainability because cheap food is not always sustainable food. We also need to stick to simple messages.

H: Great points from Meghan and Sarah and I would also say that we need to help educate consumers as to what farming really is. I think consumers increasingly miss the connection between farmers and food. We need to build our messages around educating them about the connection between the food they eat and the people who farm it.

The other thing is marketing. I've always said that sustainability and marketing should go hand in hand. The only way to change the mindset of consumers is through marketing and that's not happening where sustainability is concerned.

M: Some interesting things are happening on social media around farming. Farmers, especially younger ones, are starting to put themselves out there and you should see the amount of attention they get on these platforms. This is bringing farming to people who may never have stepped on a farm before and that is new. I think it's starting to change the perception of farmers to an extent.

S: Can I make a comment? There are some great farmers on social media doing the advocacy piece for us for sure. However, that makes things harder in some cases because the farmers might only be concerned with the world within their farm. Whereas a company like ours is dealing with 20,000 beef and sheep farm suppliers in the UK that are all independent businesses. We always have to look at the bigger picture. But we can only go as far as our supplier base will let us and that's a key part of the challenge.

M: You're right and it muddies the message as well. It creates more confusion for the consumer.

B: Speaking for your own sector, what support do you think is needed at farm level now to transform agriculture and how do you see SAI Platform helping? Sarah?

S: That's a tricky one because, as I previously mentioned, we're dealing with so many

different farmers with so many different drivers in what they do. I would say that the fundamental thing that needs to change is government policy. Farmers must either have a legal requirement to do something or there has to be a financial incentive to do it. Until we get that policy framework right, whatever we do as companies is limited and could cost an awful lot of money.

When we talk about what SAI Platform can do, there's an element of more of the same. As in, more collaboration and providing a safe space for us to come together and share ideas on how we can influence policy. For me, SAI Platform's role is also about the kind of work we're doing with academic institutes to pull some of the science together and have a really robust position on key things we need to do.

H: As I said earlier, we need a system change related to how farming has been defined. We also need to look at the financial model. Farms are businesses that often rely on subsidies. We need to find ways to help make sure farms are sustainable and enable farmers to have a different perspective on their business.

The other really important thing, where SAI Platform also has a role, is in IT architecture. Farmers need data to know how they're performing and what their output will be if they make changes. We also need that data. SAI Platform can play an important role here in standardising how data is collected.

B: Megan? Some final words on this question?

M: I think it's all about asking farmers to do something once only. We have that with the FSA and the qualitative data it offers but we're going to need more and more quantitative data. SAI Platform's role is enabling us to speak with one voice. The good thing is that, as with this conversation, we're communicating across groups more and more.

B: Now that you've heard each others' viewpoints, what are your thoughts on where you have commonalities and where you see the linkages between the three commodities?

S: The business of producing food is increasingly complex in all sectors and we face similar challenges in the wider food environment. We all need to create simple, robust messages for consumers that will help

them make informed decisions. We are also hugely affected by policy frameworks which shape our landscape and while we have different individual challenges, the overarching ambitions behind these frameworks are the same and are something we all have to navigate. The other point that stands out for me is the willingness to collaborate, not just within our own sectors, but across sectors and the SAI Platform network gives us that opportunity.

“I think consumers increasingly miss the connection between farmers and food. We need to build our messages around educating them about the connection between the food they eat and the people who farm it.” — Haaye Boonstra, Sustainability Manager, Vreugdenhil Dairy Foods.

M: The commonality I see between us is the need for communication across the supply chain from due diligence to communicating effectively with our growers and consumers. This is especially challenging in the complex supply chain and food system that all commodities exist in. The link for me is that everyone has an important role in this transition, and it's not up to any one "actor" to change the system and create meaningful impacts. This can only be done through excellent collaboration, measuring change, and then sharing and promoting best practice, including across sectors like the three discussed today.

H: All our farmers need a long-term perspective. We as companies must do our best to make this happen, but of course we are dependent on the rules of the game defined by the politicians in each country. SAI Platform, representing the food and drink industry globally, can become an important player in this discussion. An example where we need to work closely together in the near future is to find ways on how to develop regenerative farming. ■

FINANCIAL SUMMARY 2021

SAI Platform ended 2021 in a healthy financial position with income exceeding expenditure, leaving an operating reserve of €330k to carry into 2022.

New member revenue of 404k exceeded previous forecast, an indication of the need for collective action within the food and drink industry and hence the value of SAI Platform membership. This was coupled with strong member retention and a pipeline of new members committed to join in January 2022.

SAI Platform is financed for the most part by members' annual membership fees and participation fees for some projects and programmes. It is our responsibility to ensure that we maximise all resources and manage activity and expenditure in order to provide value to our members.

The Secretariat and Working Group Chairs presented their budget requests and work programmes to the Executive Committee (ExCo) in November. On this basis, ExCo prioritised and allocated budget to ensure that the planned activities are based on the requirements of a broad membership and are aligned with the strategic priorities of SAI Platform.

In recent years the number of requests for funding has continued to exceed available funds, which is a positive development, but at the same time creates challenges. For 2022, we have budgeted a shortfall in revenue versus expenditure of €116k and this will be offset by the operating reserve of €330k, leaving €214k at year end.

In order to address the increasing number of requests to develop and implement large scale projects and programmes, we are continuously looking at new business models to finance our work, including alternative funding opportunities. In 2021, there was a clear demand from members to establish a Regenerative Agriculture Programme (RAP) with members contributing €815k to finance the programme over a two-year period.

Models like this are the way forward as it enables SAI Platform to harness the collective power of members and embark on initiatives that can be developed, scaled up and have impact at an accelerated pace.

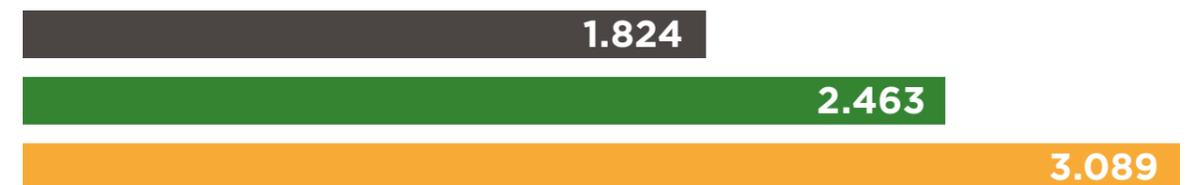
We recruited additional team members to support the Dairy Working Group, FSA and created a dedicated member engagement role. In 2022, there will be two additional roles to work on RAP and these positions will be funded by the aforementioned contributions to develop the programme.

Over the year, SAI Platform has built a restructuring reserve to cover costs in the unlikely event of the organisation ceasing operations. The reserve is reviewed annually to ensure that it is in line with the growth of the organisation. Given the growth of the Secretariat team and the increase in programmes and industry solutions, it is proposed to increase the reserve by €175 000.

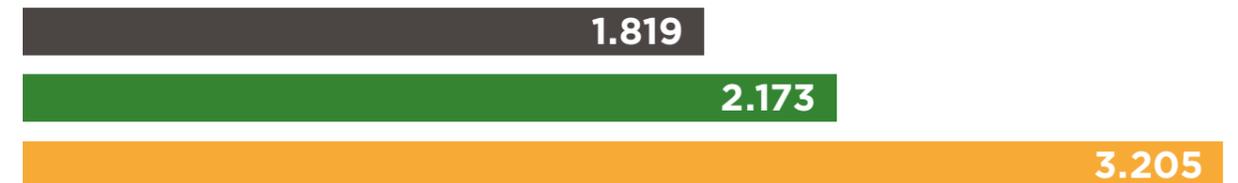
The financial statements for SAI Platform for the year ended 31 December 2021 were audited by Fiduciaire TECAFIN SA, Geneva, Switzerland.

■ 2020 ■ 2021 ■ 2022 Forecast

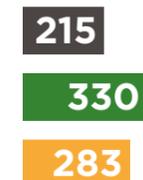
Income



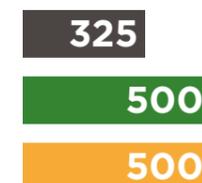
Expenditure



Operating Reserve



Restructuring Reserve





Transformation through collaboration

2021 Annual Report

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