



Annual Report 2018

Sustainable Agriculture Initiative Platform

The year we reinforced community development



About SAI Platform



Founded in 2002, the Sustainable Agriculture Initiative Platform (SAI Platform) **connects, collaborates, and builds industry-wide solutions globally to catalyse and support sustainable change in agriculture.**

We enable our members to share expertise, create solutions to common challenges and promote sustainable agriculture in a pre-competitive environment. By developing tools and principles we are creating secure and resilient agricultural supply chains. Currently, we focus on beef, dairy and crops. Our innovative Farm Sustainability Assessment (FSA) tool and collaboration tool Spotlight, lead the way to effective sustainable practices while delivering value to our members, farmers, their communities and consumers.

With over 100 members, mainly companies and organisations in the food and drink industry, we are at the forefront of pioneering sustainable agriculture around the world.



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Jan Kees Vis,
SAI Platform President

“The core value of SAI Platform, which is why it’s called a “platform”, is that we offer a place where people can meet, talk and discuss.”

President’s Review

The food and drink sector is grappling with several serious challenges. These include the reality but also the denial of climate change, food security, and hunger versus obesity. We in the food and drink industry know that change has to happen. However, we cannot deal with the challenges we face individually or as an industry, in isolation.

The realisation of the global adversities we are facing means we no longer have to explain why sustainability is necessary. A clear indicator of this for SAI Platform was our steady growth over 2018 as 14 new members joined our platform taking membership to over 100 for the first time. The evolution of the Beef Working Group now standing as the European Roundtable for Beef Sustainability is another key indicator that sustainability is recognised among the business mainstream. There is now an understanding that the challenge is real but also that there are solutions. However, implementing such solutions at scale and in such a way that it creates actual change on the ground still remains a challenge that only an interconnected and multi-stakeholder response can endeavour to overcome.

In 2018, as we continued to face these challenges together, SAI Platform launched its new vision and mission and initiated an ambitious new strategy to protect the earth’s resources, human rights and animal welfare as well as ensuring a thriving and resilient agricultural sector. We also entered into strategic partnerships with dedicated organisations including the World Business Council for Sustainable

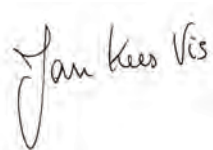
Development (WBCSD), GLOBALG.A.P., Field to Market and Cool Farm Alliance. Our satellite programme, SAI Platform Australia, became more active. We also laid the groundwork for SAI Platform in China, Brazil and North America.

Our ability to provide solutions was exemplified as we offered useful tools to our members. We launched FSA 2.1 to produce a clear, precise and effective update for the questionnaire as well as making it available in 19 languages. Work began on FSA 3.0 as we took into account the fact that more and more people who look at sustainability and food industry standards want to see more than compliance. People are demanding demonstrable evidence of improvement and metric evidence of change. The tacit assumption has been that people who work with the FSA as an improvement programme will see measurable outcomes as a result of implementation of good practices. However, as we know, the variability of farming in relation to changes in weather conditions and other variables, mean it is difficult to actually measure those changes and create the supporting evidence. It is our job, therefore, to tackle that, and this is part of the challenge of the FSA 3.0 development committee for 2019.

We welcomed Adrian Greet as Director General. Adrian had served for over seven-years as a member of the Executive Committee as well as being the former President. It is already evident that his experience, knowledge and drive are proving the right combination to lead SAI Platform and deliver our goals.

Personally, I will remember 2018 as the year we reinforced community development and member value to SAI Platform. As a membership organisation we continued to listen carefully to our members, and we also facilitated learning opportunities for our members. This year's India Learning Journey and the annual Masterclass on building sustainable value chains as well as the delivery of FSA workshops and training sessions provided unique, informative and engaging educational experiences.

An imperative part of SAI Platform is understanding the issues our members face. With our shared knowledge and experience as a leading organisation in sustainable agriculture, we will continue to educate, inspire and make a difference.





Hans Jöhr,
Corporate Head of
Sustainability, Nestlé
and Honorary President,
SAI Platform



Sharing responsibility and collaborating in an innovative way for change

Creating a culture of sharing and committing to responsibility and collaboration contributes to lasting change. However, to do so, we must be ready to share the success of SAI Platform's values, goals and objectives with all our member companies and their leaders. Only by working together and integrating our efforts collectively will the necessary change lead to positive impact.

When SAI Platform was founded by a group of pioneering companies they all believed that sustainability in agricultural production systems could not be tackled and achieved individually. They knew then that open collaboration fuelled by continuous innovation was required and in a pre-competitive context.

Since that day of humble beginnings, SAI Platform has experienced a strong continuous growth of new company memberships. These are companies seeking a safe place to learn about sustainability practically and pragmatically while helping shape the future. They find partners facing similar challenges and can jointly drive a common vision or projects in their supply chains that benefit the planet, farmers, consumers and their businesses alike. For example, the B2B model developed by the SAI Platform Dairy Working Group is a wonderful proof of alignment, simplification and achieving worldwide measurable impact, while also holding each other accountable to drive the entire dairy sector in the right direction.

We have come a long way and we are constantly demonstrating the agility required to address challenges on many agricultural production systems in an ever-changing world, focused on operational and social improvements as well as on societal acceptance.

SAI Platform also cultivates behaviour to do things differently at a higher degree of partnership and it is amazing what can be accomplished if your concern is not about who gets the credit. This is only possible by having the right mindset and level of trust in everything we do to fulfil our mission.

Putting curious and courageous people at the heart of solving current challenges is another key success factor to achieving actual state-of-the-art collaboration for change at SAI Platform. Individual responsibility is fundamental and leads to actions that change the world and start new initiatives. In turn, our collective contribution will lead to a resilient food system which benefits both farmers and consumers and indeed society as a whole.

A handwritten signature in black ink, appearing to be 'Jth', is centered below the text.

Director General's Review

The SAI Platform Annual Report 2018 is the first report to share progress towards our new [Vision, Mission and 2018-2025 strategy](#), and I am very pleased at the developments we are already making. We have set long-term goals and commitments based on the needs of our members and the reality of operating in today's rapidly changing world. We remain a principle- and practice-based organisation and recognise the need to continue to drive collaboration and efficiency in all we do, and to reduce duplication. 2018 demonstrated action on the ground and progress across all areas as we now operate as a global platform across sustainable value chains from farmers through to retailers.

A fundamental part of 2018 was focused on planning, developing and building processes whereby we can deliver real value and demonstrate positive impact. Within twelve months of the launch of Spotlight, our online collaboration tool exclusively for members, 2018 concluded having identified over 190 projects of interest, out of which we prioritised seven to progress into 2019. Building on from the successful European Sugar Beet Project, the Crops Working Group initiated the SUBERU Project for sugar beet in Russia. Through SUBERU we are now progressing the Farm Sustainability Assessment (FSA) programme in Russia. This group collectively makes up the largest producer of sugar beet in the world, producing over 47 million tons annually (FAS, Moscow 2018) which is 16% of global production. We also set out on the development of a new online communications platform. This will include a new website as well as a Member's Zone, to bring value to our members by making the knowledge we possess more accessible and support our leadership strategy.

Levels of commitment

Success is not only about ticking metric boxes, but also about how we get there. This was brought to life for me in November 2018 when I attended a Dairy Working Group meeting in Vevey, where members discussed the completion of the pilot phase and created a plan for the next step for the B2B model. What really resonated with me was that this was the whole industry in a room having a very open and honest discussion about where they are going and how they were going to get there and the understanding that this was an activity that everyone had to be a part of in order to achieve success. Everyone is committed to the same outcome, and as with all strategies, there are multiple ways to reach goals, though much debate often focuses on the journey rather than the destination. Right now, SAI Platform is leading the way in the dairy industry and the B2B model concluded 2018 with the successful completion of 5 pilots across the USA, Europe and Australia and approximately 118 million metric tonnes of milk traded and processed from our members.

Expectations for the future

I closed the Annual Event 2018 in Aarhus with a challenge to all members to help achieve success as an organisation and for our supply chains. It's great to be involved to listen and share needs and actions, but as we move forward together, it's important to work out what it is that you each need and what value SAI Platform can give you as an organisation to make the necessary progress in your own value chains. Help us to understand where your priorities are, so we can put the weight of over 100 organisations behind that need, and so drive and deliver real change.

Finally, taking on the new role as Director General was a very easy decision to make. I am proud to have been part of SAI Platform during my years in the Executive Committee as Treasurer and as President, and am now inspired and motivated to be working alongside a highly dedicated team at the Secretariat. They are the architects of our success. Acknowledgement also goes to the Executive Committee and Advisory Council whose help, advice and knowledgeable guidance form the keystone to making this collaborative platform the working success it is.

Sharing and celebrating our achievements in 2018 will inspire us all as we remain focused on specific outcomes and continue working and advancing together for a more sustainable value chain.





Adrian Greet,
Director General,
SAI Platform

“2018 was a year of change, focus and new direction. We have built strong foundations, process and governance to ensure we are taking the right action, showing the impact of change we are making and that we are delivering the right value for all our members. SAI Platform is ready for success.”



OUR VISION

A sustainable, thriving and resilient agricultural sector that protects the earth's resources, human rights and animal welfare and delivers value to our members and across our whole supply chains.

OUR MISSION

Harness the collaborative power of our members to accelerate widespread adoption of sustainable agricultural practices.



2018-2025 Strategy

SAI Platform's new vision and mission focuses on resilience and value for over 100 members. Our member focused priorities for 2018-2025 are based on knowledge, collaboration and solutions to drive sustainability throughout the food and drink industry.



PROTECTION

Excellent membership support and knowledge development on sustainable agricultural practices

Support action on key challenges in our members' supply chains

Collaborative action at farm level on our shared priorities

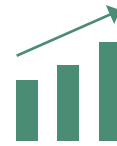


RESILIENCE

Continuous review of new areas for action to ensure future proofing of our solutions

Joint advocacy on policies or incentives that support sustainable agriculture and thriving farming communities

Leader and convening power for sustainable agriculture



VALUE

Limit duplication of tools and practices with **our solutions widely implemented** in support of sustainable agriculture

Clear metrics and reporting on progress made through SAI Platform and by our membership overall

Presence in all global regions with membership reflecting all areas of our supply chains

KNOWLEDGE



COLLABORATION



TOOLS





New members 2018

As an industry-renowned community of knowledge sharing and best practices SAI Platform continued to evolve, expand and develop over 2018. The membership is a significant indicator of this progress as we welcomed 14 new members bringing the total to over 100 member companies and organisations active in SAI Platform.



ADM WILD Netherlands B.V

Member since May 2018

ADM WILD Netherlands B.V. has over 40 years of experience working with fruit juice concentrates. The Amsterdam site is set up to efficiently deliver from fruit juice concentrate blends to flavour systems for customers in Europe, Middle East, Africa and Far East. Key sourcing regions include South America, South East Asia, and Africa.



Andriani S.p.A.

Member since June 2018

Andriani S.p.A. is a gluten-free food processor. Founded in 2004, they focus on rice, corn, quinoa, buckwheat, amaranth, lentils, chickpeas, and beans.



Algoma Orchards

Member since May 2018

The Gibson and Kemp families have been growing apples in Durham Region Ontario Canada as Algoma Orchards since 1964. Their apple growing business has grown and expanded, branching out into 3 main segments:

- **Gourmet Market** – offering 28 varieties of farm fresh apples, Apple Cider, In-store Bakery, In-store Deli, Fresh Produce, Gourmet Foods, Catering, Giftware and more.

- **Wholesale Apple Juice** – a state-of-the-art automated fresh juice and apple cider facility and water treatment facility.
- **Wholesale Apples** – a state-of-the-art apple packing facility shipping to grocery stores across Canada.



Barilla

Member since March 2018

Barilla is an Italian family-owned food company. Established in 1877, it's now an international Group present in more than 100 countries. Today, Barilla, is the world leader for pasta, ready-made sauces in Europe, bakery products in Italy and for crisp breads in Scandinavia. It employs over 8,000 people and owns 29 production sites.



Fabrika Seccera "Crvenka A.D."

Member since July 2018

Fabrika Seccera "Crvenka A.D." is a leading factory among the 15 sugar factories in Serbia. Its optimum slicing capacity is 6-6500 tons of sugar beet and 1000 tons of sugar, as well as 350 tons of dried briquetted sugar beet pulp and 250 tons of molasses. It offers sugar crystals, sugar powder, yellow sugar, cube sugar, dried shredded sugar beet, and molasses. The company was founded in 1911 and is based in Crvenka, Serbia. As of February 14, 2003, Fabrika Seccera "Crvenka A.D." operates as a subsidiary of Hellenic Sugar Industry S.A.



Hopsteiner

Member since January 2018

Hopsteiner is a family-owned business that has been growing and brokering hops since 1845, supplying quality hops and hop products to the brewing industry. For the past six generations, Hopsteiner has continuously evolved and developed the science and technology for growing, processing, and distributing hops through constant research and development. Hopsteiner's 170 years of experience and tradition is heading into the future and as one of the world's largest hop growers, sustainability has long played a part of the company's approach to farming.



Intersnack

Intersnack Group

Member since February 2018

Intersnack Group is a Europe-wide savoury snack producer, with an extensive portfolio including many international and well-known brands such as Chio and KP, as well as many local favourites in regional markets. As a private owned company with over 8,400 employees, Intersnack Group's focus on innovation, entrepreneurship, creativity and teamwork has resulted in an annual turnover of more than €2 billion euros.



Kall Ingredients Ltd

Member since July 2018

Kall Ingredients is based in Hungary and was established in 2015 to sell GMO free sweeteners and starch products. The company sources corn to produce sweeteners, ethanol and animal feed.

Mizkan America

Member since May 2018

Mizkan America was founded in Handa, Japan in 1804, producing rice vinegar using by-products from the production of sake (rice alcohol). In the late 1970s Mizkan expanded from Japan into the United States and began acquiring regional condiment companies. Mizkan's product range includes: vinegars, seasoned rice vinegars, balsamic vinegars, wine vinegars, mustards, jellies, salad dressings, and authentic Asian sauces.

Nomad Foods

Europe

Nomad Foods Europe

Member since March 2018

Nomad Foods is the largest frozen food company in Europe. Their portfolio of leading brands includes Birds Eye, Findus and iglo. Nomad Foods manufacture, sell and distribute a range of branded frozen food products across 13 European countries including the United Kingdom, Italy, Germany, Sweden and France.

Headquartered in the United Kingdom, Nomad Foods was formed in 2015 following the acquisition of iglo Group.



Orkla

Member since June 2018

Orkla is a leading supplier of branded consumer goods to the grocery, out-of-home, specialised retail, pharmacy and bakery sectors. The Nordic and Baltic regions and selected countries in Central Europe are Orkla's main markets. The Orkla Group also holds strong positions in selected product categories in India.



A.D. Sugar Factory „Šajkaška“ Žabalj

Member since July 2018

A.D. Sugar Factory „Šajkaška“ Žabalj is a sugar producer and subsidiary of Hellenic Sugar. As a committed supporter for sustainable agriculture, A.D. Sugar Factory „Šajkaška“ Žabalj want to continue further improvements within their supply chain. Their aim is to work in partnerships with growers and suppliers to raise awareness of best practices and ensure that requirements are being met.



Surexport

Member since May 2018

Surexport Compañía Agraria, S.L. is a family owned company based in Spain, growing and supplying berries for the fresh market and for the food processing industry. Its sourcing regions are primarily Southern Europe and Africa.

Many of the company's activities are in the surroundings of the Doñana National Park (Spain). Since the beginning, in the 1990's, the company's main concern has been to make its operations compatible with the special protection area that surrounds it. Poorly managed intensive farming is the source of some environmental problems that jeopardise not only the biodiversity of the Doñana Natural Area but also the future of the company's growing region.



Viresol

Member since April 2018

Viresol is a Hungarian start-up founded in 2015, to produce high-quality wheat-based products that go beyond milling. The factory began its operations in 2018, with more than 250 employees, processing over 250,000 tons of wheat for starch, alcohol and feed.

Full members As on December 31st 2018



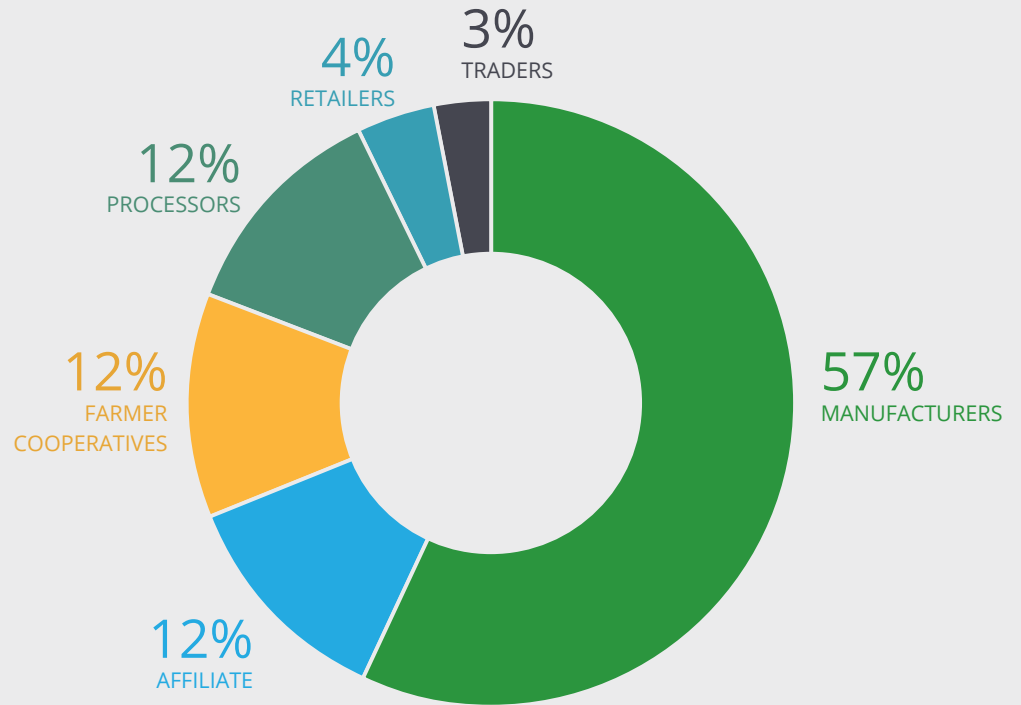
Affiliate members


As on December 31st 2018



SAI Platform members across the food and beverage industry

As on December 31st 2018





The Fruit and Nut and Arable and Vegetable Working Groups merged in 2018 into a single Crops Working Group. This enables more focused, localised, strategic relationships and meetings around tangible projects and initiatives. It also facilitates collaboration on cross-cutting issues and work across supply chains.

The Crops Working Group – pragmatic and impact driven

Everything we do supports our strategy of concentrating on achieving practical results that drive the uptake of best practices. Hands-on learning experiences such as the potato day in June with the UK's National Institute of Agricultural Botany (NIAB) as training partner play a key role. The outcome for the 62 people who took part was a greater understanding of sustainable production practices and NIAB's research priorities.

Towards the end of 2018, we began to explore more formal ways of engaging our members in North America and working more closely with strategic partners. These include Field to Market and The Sustainability Consortium.

Smallholder focus sub-group

In 2018, we created a sub-group to establish knowledge sharing and stakeholder engagement related to projects and programmes aimed at smallholder farmers. Two workshops and a webinar series were organised in 2018 designed to specifically develop understanding, strengthen connections and a sense of shared purpose. Over 30 Crops Working Group members took part in the sub group in addition to multiple external experts including

“Spotlight is a great tool which allows Barry Callebaut to team up with other companies to collaboratively work on sustainable sourcing in our joint supply chains. For example, through Spotlight we were able to bring a group of companies together to start a project on sustainable beet sugar cultivation in Russia.”

SABINE FORTMANN, SUSTAINABILITY
MANAGER SOURCING EMEA, BARRY
CALLEBAUT SOURCING AG

Farmforce, The Europe-Africa-Caribbean-Pacific Liaison Committee (COLEACP) and Committee on Sustainability Assessment (COSA). We fed key outcomes and learning points into FSA, Spotlight - our innovative online collaboration tool launched in February 2018 - the project development process and regional activities.

The Crops Working Group at a glance

The Crops Working Group is made up of over 70 companies ranging from farmer cooperatives to retailers and members of the entire crops supply chain.

We bring members and stakeholders together in a pre-competitive environment to help unify the supply chain and accelerate the implementation of sustainable practices.

This is done via projects, solutions development, in workshops and on field trips that offer an informal setting for members to have an equal voice in the conversation.

Key initiatives to date include the Doñana Berry Project in Spain, the SAIRISI sustainable Italian rice project, the Sugar Beet Russia (SUBERU) project and SUBERU's successful precursor, the European Sugar Beet Project.

Crops Working Group Members (as of 31st December 2018)

ADM WILD Netherlands B.V. – Agrana – Agrarfrost – Agrifirm – Agroalimentare Sud – AgroTerra – Ahold Delhaize – Andriani S.p.A – Barilla – Barry Callebaut – Boortmalt – C. Thywissen – Cargill – CIO Parma – Citrosuco – Coca-Cola Company – Cooperativa ACOR – Cooperativa Agrária Agroindustrial – Cosun – Cristal Union – Crops NV – Crvenka AD – Danone – Diageo – Döhler – Ebro Foods SA – Farm Frites – Ferrero – Firmenich – FrieslandCampina – Grain Farmers of Ontario – Grünwald Fruchtsaft GmbH – Heineken – Hero – Holland Malt – Ingredient – innocent drinks – Intersnack – John I. Haas – KALL Ingredients – Kalsec – Kellogg's – Kerry Group – Lamb Weston – Louis Dreyfus Company – Marks & Spencer – Mars – McCain – McDonald's – Migros – Mizkan – Muntons – Nestlé – Netafim – Nomad Foods Europe – PepsiCo – Red Tractor – Riso Gallo – Šajkaška – S.S. Steiner, Inc. – Sudzucker – Surexport – SVZ – Symrise – Tereos – Tesco – Unilever – Viresol Ltd – Wernsing Feinkost – Western Sugar Cooperative – Yakima Chief Hops

Chairs: Brian Nash (Ingredient) and Emmanuel Hopkinson (Marks & Spencer)

“The European Sugar Beet Project was a great achievement that is highly valued across Europe.”

DR. VOLKER PROFFEN, MANAGER,
PUBLIC AFFAIRS & SUSTAINABILITY,
SÜDZUCKER

Project targets: our ambition for 2025

In 2018, we refocused our approach to concentrate more on key priority areas for our members and projects around the world that create positive impact on the ground. This process is powered by the ideation of projects identified in Spotlight.

SUBERU, launched in 2018, is an excellent illustration of how Spotlight catalyses our new way of working together. SAI Platform's first Russian project, SUBERU is a spin-off from the highly successful European Sugar Beet Project. It brings together many supply chain members to encourage uptake of the Farm Sustainability Assessment (FSA) Programme.

Up until 2018, there had been just three projects in operation across the two crops Working Groups. This year that changed dramatically as 11 exciting project ideas went into the exploration phase.

Project ideas address distinct challenges, have different stakeholders and cover a wide range of commodities and issues that include migrant workers, water and broader sustainability questions. They are also spread out geographically, spanning Canada, the US, Mexico, Turkey, Pakistan and Europe. Spotlight is driving global expansion.

Our new emphasis on projects is part of SAI Platform's seven-year 2018-2025 plan. We will have 10 ongoing by 2025.



“ Membership in the Doñana Berry Project allows us to share knowledge and collaborate with our peers and other partners in the industry, for example WWF, about water sustainability challenges in an important part of our supply chain.”

LAURENCE WEBB, RESPONSIBLE SOURCING MANAGER, TESCO

Project update: The Doñana Berry Project

The Doñana Berry Project promotes sustainable berry production in the agricultural area surrounding the Doñana Wetlands of Spain, an area of amazing biodiversity at risk of drying up.

A major achievement of the project has been making sure that its members are aligned when it comes to assessing the legal use of land by farmers. We have also evaluated standards to promote industry-wide best practice water use.

Across all activities - training, measuring water use, demonstration days - the project has engaged and influenced 36 grower organisations representing 58% of the soft fruit production area in and around Doñana.

Individuals in 8.5% of the total area on the Doñana aquifer have been trained in sustainable agriculture-related practices. This has resulted in estimated water savings of at least 0.44hm³ as a result of the training.

The project has also developed stronger relationships and greater influence with the administrative bodies who control legislation around water in the region.

Project update: The Sustainable Italian Rice Project (SAIRISI)

SAIRISI is an ongoing collaboration between local farmers, millers, buyers and other stakeholders to demonstrate sustainability across the supply chain while improving and de-risking rice production in Northwest Italy.

Between April and September 2018, we organised four field visits to demonstrate sustainable production practices. We invited over 250 farmers to two days of masterclasses.

In addition, we developed the 12 Sustainable Solutions initiative to improve farmers' ability to demonstrate sustainability via our Farm Sustainability Assessment (FSA) programme and equivalents. Sustainable Solutions include enabling professional farmers to demonstrate their business is financially sustainable, has access to markets and respects its full legal, social and ethical responsibility to employees, co-workers and the community.

Towards the end of 2018, we shifted focus away from being predominantly about awareness-building and farmer engagement to industry alignment and on-farm sustainability. We do this by demonstrating sustainable rice growing via the FSA, working with local experts and using the 12 Sustainable Solutions as a platform.

Increased stakeholder engagement

In line with our new emphasis on projects, as well as our mission to promote the FSA, we ramped up our engagement with important stakeholders. These included the AIJN CSR Platform, IDH, COLEACP, WRAP UK, Canadian RoundTable for Sustainable Crops, and Sustainable Spice Initiative.

Developing relationships with a wide range of stakeholders enables SAI Platform to further drive positive impact in sustainable agriculture.

Looking ahead to 2019

For the Crops Working Group, 2019 is all about projects. At the end of 2018, we had eight underway with more being scoped every quarter. Each project involves several members and engages with key stakeholders in the region of interest.

Projects range from California almonds and water issues, migrant labour in Turkey and wild harvested plants globally. Each one helps advance the cause of sustainable agriculture, addressing key challenges and implementing practical solutions.



An interview with Emmanuelle Hopkinson Co-Chair, Crops Working Group

Emmanuelle Hopkinson is Food and Plan A Project Manager at Marks & Spencer PLC. Plan A is Marks & Spencer's way to help build a sustainable future by being a business that enables its customers to have a positive impact on wellbeing, communities and the planet through all that it does.



How did you become a member of the Crops Working Group, Emmanuelle?

Marks & Spencer joined in 2017 because of our involvement in the Doñana Berry Project promoting sustainable berry production in the agricultural area surrounding the Doñana Wetlands of Spain. I became Co-Chair in early 2018.

What's the most important aspect of your role for you?

It's to help make sure that SAI Platform is communicating to members of the Crops Working Group in a clear, inclusive way. I'm also here to enable everyone to have the same access to opportunities and realise value from being a member, especially as organisations are at different stages of their sustainability journey.

How do you and Brian work together?

We have different strengths and interests, but we make sure we're serving our members as effectively as we possibly can. Communicating with members is particularly important to me, which is why I worked on the Crops Working Group Newsletter.

What were the most important activities for the Crops Working Group in 2018?

Without a doubt, it was the process of identifying and scoping projects in line with SAI Platform's new strategy. The launch of Spotlight, which is designed to catalyse projects, sparked lots of activity in a very short period of time and felt quite new for us in a really positive way. Collaborative projects addressing complex issues take time to get off the ground, so we really benefitted from this concentrated burst of scoping activity to move us on.

What were the biggest challenges faced by the Crops Working Group?

Because of the emphasis on project ideation and creation and the fact that projects are competing for funding, we need to be clear about everything we're doing. At the same time, the context in which we're working is changing rapidly as sustainable agriculture gains momentum. We have to make sure we're engaging effectively at every level.

What did you enjoy the most?

I really enjoyed the strategy day in Brussels as this is one of the few opportunities in the year for Working Group members to get together in person. The Crops Working Group is the largest of all the SAI Platform Working Groups, with over 70 companies from across the entire supply chain involved. Conference calls and emails don't always allow us to connect and engage as much particularly with such a large group - so the chance to get together to share perspectives and ideas is invaluable, particularly with new members.

How is 2019 looking to you?

It's looking exciting. The key thing for me is that we encourage as much collaboration on the ground. That's where real change happens.



An interview with Brian Nash Co-Chair, Crops Working Group

Brian Nash is Senior Director of Sustainability at fortune 500 listed ingredients manufacturer Ingredion. Around 80% of Ingredion's products are supplied to the food and beverage industry, with 20% going into industrial or other applications.



When did you join the Crops Working Group?

I joined the Arable and Vegetable Working Group in 2015 and joined the Crops Working Group when the two groups merged in 2018.

Why did you join in the first place?

We wanted to understand what other members of the industry were doing, benchmark best practices and learn. For me, the biggest driving force to being in the Crops Working Group is the collaboration, learning and discussion that happens between members. This has helped implement the Farm Sustainability Assessment (FSA) programme across our own supply chain significantly.

When did you become Co-Chair and what does the role involve?

In 2018. We work to make sure we're suiting the needs of all members, from those who have been with SAI Platform since its formation as well as newer members. We help review project recommendations and set budgets, interface between Crops members and the Executive Committee.

And what is the most important aspect of your role?

Making sure we are maintaining an open and transparent dialogue, having the right conversations with everyone included and sharing outcomes with the members.

How would you describe the Group?

I would say it's highly collaborative. This is especially significant as the Crops Working Group was the

combination of other Working Groups and there was some initial concern as to where companies and their interests would fit. We are working hard to make sure that none of the members are being overshadowed. There is plenty of good conversation. We're also in the great position of having more project suggestions than funding, so our members are actively looking to engage.

What were the biggest challenges the Crops Working Group faced in 2018?

Making certain we get our remit solidified, finding ways for everyone to engage and representing the diverse focus of the group.

And your main learning point from 2018?

It came out of the launch of Spotlight. For the first time we have a really good mechanism to see where members of the Crops Working Group have an interest or are engaging in activity. For example, at Ingredion we thought we were the only people using FSA in Thailand and, as it turns out, there are something like five other members doing the same thing. That, to me, is a big win. It's really opened up collaboration. It's also great knowing that my company's areas of interest are well represented in Spotlight.

What about the future?

My feeling is that all the planning we've done over the last two or three years is now coming to fruition. 2019 will be the year where we really start making progress. That is very exciting.



“With Spotlight we now have a fantastic tool to help members identify areas for collaboration, so that together we can drive greater collective impact on initiatives and shared challenges.”

JOE MAGUIRE, HEAD OF SUSTAINABLE SOURCING, DIAGEO

Spotlight – our new online collaboration tool

Launched on 1 February 2018, Spotlight is a catalyst for initiating, developing and prioritising SAI Platform projects, events and initiatives. It is a catalyst with expansive potential.

By the end of 2018, Spotlight was offering users 182 opportunities for collaboration across the globe. These covered 18 topics, 51 countries and 48 agricultural products. Nine project ideas ranging from gender issues in Pakistan to water in the USA were sufficiently developed and had been proposed to the SAI Platform Executive Committee.

The aim for Spotlight in 2019 is to maximise value for all SAI Platform members from every sector, commodity focus area and geographic region.

Also, in 2019, Spotlight will expand to include enabling collaborating partners outside SAI Platform to subscribe to a ‘Spotlite’ version of the tool.

Spotlight at a glance

Spotlight is an innovative online tool unique in the field of sustainable agriculture, available exclusively to SAI Platform members.

It enables users with common interests to find each other; catalysing projects, learning opportunities and reaching common goals more efficiently.

Users share knowledge, build relationships, address shared opportunities and challenges, finding timely, cost-effective and practical solutions.

Spotlight helps drive pre-competitive collaboration, empowering members to put sustainable practices in place that are locally relevant and globally significant.

How Spotlight works

Step one

Input your interests: commodity-specific, regionally important or issues-based

Step two

Find other people who share your interests and concerns and connect to find solutions

Step three

Build synergy and innovation across global supply chains as you learn and grow together



The members of the Dairy Working Group come from a diverse group of stakeholders, including dairy manufacturers and dairy processors as well as Dairy National Programmes. Collectively, the Dairy Working Group has a significant amount of influence and responsibility to achieve a sector-wide impact and make dairy sustainable.

Exciting times for the Dairy Working Group

In 2018, our main focus was on developing the B2B model which will be launched in September 2019.

The B2B model was developed to overcome the challenges facing the dairy industry. This boiled down to the absence of an agreed approach of consistently and credibly demonstrating and communicating improvements in sustainability. The goal of the B2B model is to enable buyers to be certain the raw materials they buy meet consumer expectations.

During the year, we piloted the model in Europe, the USA and Australia. We worked with some of the world's largest dairy companies – Nestlé, Danone, Arla and Frontera, Dairy Farmers of America and Land O Lakes – among others.

“The SAI Platform Dairy Working Group is working at a rapid pace to transform sustainability in dairy procurement. In 2018, we piloted the B2B model. This work is critical to Mars’ dairy sustainability programme.”

AUTUMN FOX, SUSTAINABLE SOURCING MANAGER, MARS WRIGLEY CONFECTIONERY

Key learning points from the pilots proved that the B2B model works as a way for dairy processors to demonstrate their sustainability performance. The pilots also proved that the model recognises and reinforces existing programmes at national or company level.

All the signs indicate that the B2B model is greatly welcomed by the dairy industry and that its use will grow.

The anticipated success of the B2B model will place additional demands on the Dairy Working Group. As the programme is implemented across the supply chains of dairy buyers, the demand for support, capacity building and system maintenance will increase.



Today, the Dairy Working Group brings to the table representatives of companies who are responsible for

25%
of the total global milk volume.

We are proud of this achievement.

The Dairy Working Group at a glance

The Dairy Working Group consists of a group of buyers and processors working towards sector transformation initiatives.

We support our members in collaborating to create innovative approaches that demonstrate continuous improvement in sustainability at farm level.

The B2B model for the dairy industry that we are developing will streamline the relationship between buyers and processors, promote alignment and strengthen existing approaches at national and company levels.

It will enable processors to provide evidence, show customers continuous improvement, reduce audit fatigue and save costs by using existing resources to deliver direct benefits across the value chain.



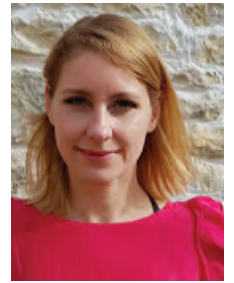
Dairy Working Group Members (as of 31st December 2018)

Ahold Delhaize – Arla Foods – Barry Callebaut – Bord Bia – Coca-Cola Company – Dairy Australia – Dairy Farmers of America – Danone – Ferrero – Fonterra – FrieslandCampina – Glanbia – Innovation Center for Dairy Innovation – Kerry – Land O Lakes – Mars – Molkerei Ammerland – Nestlé – Sodiaal – Unilever

Chairs: Axelle Bodoy (Danone)

An interview with Axelle Bodoy Chair, Dairy Working Group

Axelle Bodoy is the Global Milk and Farming Sustainability Manager at Danone, one of the companies that originally founded SAI Platform. We spoke to Axelle about her work as Chair of the Dairy Working Group and her vision of sustainability.



When did you join the Dairy Working Group, Axelle?

I started two and a half years ago, representing Danone. I've been the Chair since December 2018.

What are your duties as Chair?

My role is to facilitate the discussion and work being done by the dairy companies that are part of the group. I help make sure everyone has a voice, that we're on track in delivering our agenda and heading in the right direction. We have a lot to do. In September 2019, we want to deliver the B2B model we've been developing. Making sure we have all the enablers in place to comply with our commitment to deliver the B2B model is my biggest personal responsibility.

Could you briefly describe the B2B model for me?

Sure. It leverages existing structures and dairy processor management systems, as well as relationships with farmers, to radically streamline the relationship between buyers and processors, and allow processors to focus efforts and resources in working with farmers to shift the bell curve on the field.

What did you learn in 2018?

A lot! Especially as I'm quite a new member. There are all kinds of members – competitors, purchasers, suppliers – in the group. I had to really understand the group dynamics, people's different visions, and make sure there was no polarisation.

What was your biggest surprise?

The level of commitment of each of the individuals within the group. In such a

big group, there will usually be just a few frontrunners doing the work. But, in this group, every single member is highly dedicated, enthusiastic and willing to invest time and energy to get things done.

What do you enjoy the most?

I really like the discussions outside meetings. These are very entertaining, and very different from standardised corporate discussions. There's plenty of transparency and honesty, with people talking about their struggle driving sustainability within their own company.

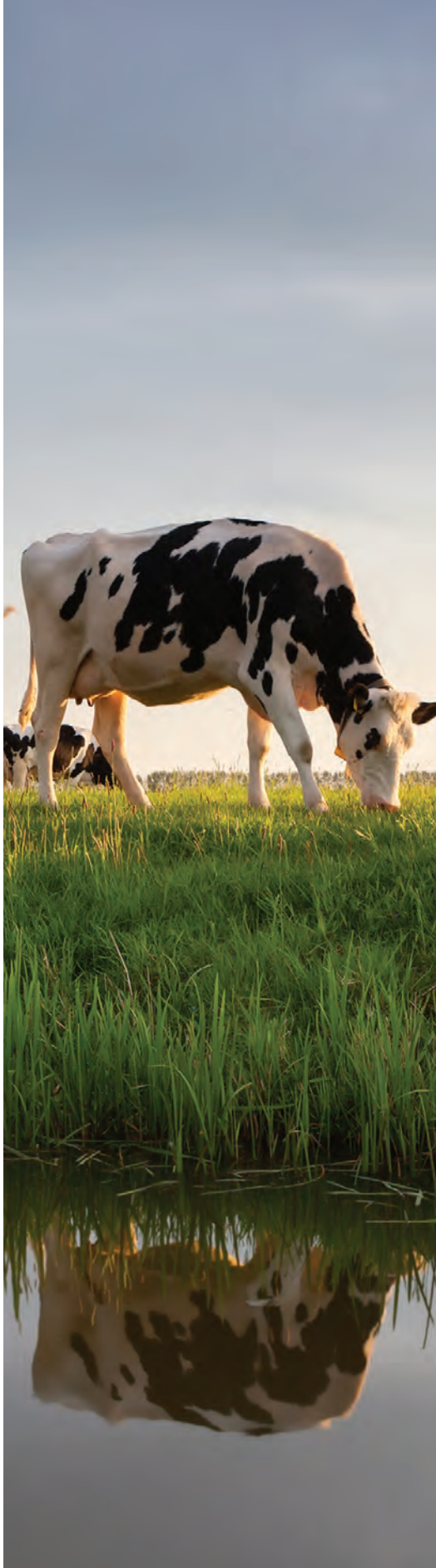
I really enjoyed going on the water Learning Journey to Israel in 2017. It was very enlightening. I made strong connections, which has led to Danone building some exciting projects.

How is 2019 looking to you?

My big thing is getting the B2B project finished, out there and working. Beyond the launch, we need to have it accepted as the way to go by everyone, including sales people and buyers. It means a big transformation. Once we've proved it's feasible, the next step is to map B2B onto other supply chains.

Last question, what's the biggest challenge facing the dairy industry as a whole?

Raising the level of credibility of dairy with consumers. Convincing them that dairy products really are beneficial for their health and can be produced without a negative impact on the environment.





The European Roundtable for Beef Sustainability (ERBS) operates throughout the European region and across the entire value chain, from farm to fork.

It brings stakeholders together in a pre-competitive environment to establish a common agenda, encourage mutually beneficial activities and accelerate the delivery of sustainability.



Rising to the challenges and opportunities

“We have made great progress in the last 12 months. Confirming the targets for the ERBS has given the group a clear direction and yet still allows for different approaches for individual countries.”

CLAIRE DONOGHUE, OPERATIONS DIRECTOR & EU HEAD OF SUSTAINABILITY, OSI EUROPE FOODWORKS GMBH

The ERBS was launched in 2018 and was a significant change and milestone for both the Beef Working Group and SAI Platform.

It was a natural evolution for the Beef Working Group to become the multi-stakeholder voice on European beef sustainability. The sector is continuously working to make sure that beef production addresses environmental challenges, animal health and welfare and changing food consumption habits.

While the beef sector faces many challenges, there are also opportunities. Apart from simply being a source of protein-rich food for a growing global population, the beef sector has an important role to play in creating a sustainable food system. Notably, it is a major land steward across Europe, able to provide ecosystem benefits such as carbon sequestration and maintaining biodiversity.

Opening up the conversation

Our objective is to unite the supply chain and promote beef sustainability within the six main producing countries in Europe. Other European beef-producing countries are, of course, welcome to join.

To help achieve the impact we are aiming for and give all voices in the sector the opportunity to be heard, we opened up the conversation. We invited stakeholders that include producer associations, civil society groups, government, academia, and other input providers to contribute.

Looking to the future

Our goal is to make sure that the beef supply chain is environmentally sound, socially responsible and economically viable and delivers measurable positive impacts and continuous improvement towards key sustainability priorities. We are also working to address consumer concerns regarding the provenance of their food, animal welfare and environmental impact.

Looking ahead, the goal of the ERBS is to develop a recognition framework allowing all parts of the supply chain to show they are creating a sustainable beef sector. The framework will also enable buyers to reward good practices and become agents that drive change.

Everything we do is directed towards making the ERBS the leading voice of the beef sector in Europe by demonstrating measured progress.

The ERBS at a glance

In 2018, the Beef Working Group became the European Roundtable for Beef Sustainability (ERBS).

The ERBS is a multi-stakeholder roundtable made up of key players in the industry from producers through to retail, currently focused on beef sustainability in Germany, France, the UK, Ireland, Poland and Italy.

It also represents the European beef supply chain as one voice in the Global Roundtable for Sustainable Beef (GRSB).

The ERBS is a catalyst for change – helping to improve the sustainability of the beef sector through wider deployment of both existing and new practices.



Members of ERBS (as of 31st December 2018)

Anglo Beef Processors – Agrifirm – Agroterra – Ahold Delhaize – Beef+Lamb New Zealand – Bord Bia – Dairy Australia – Dawn Meats – Inalca – Kepak – Livestock and Meat Commission for Northern Ireland – Marks & Spencer – Mars – McDonald’s – Moy Park – Nestlé – OSI Europe Foodworks – Quality Meat Scotland – Red Tractor – Tesco

Chair: Sarah Haire (Dawn Meats)

ERBS priority action areas and outcomes

Starting in 2016, we used the beef sustainability principles and practices we had developed to identify four initial pan-European priority action areas on which to focus. They are the environment, animal health and welfare, animal medicines and farm management.

Recognising that ways of addressing these priorities may vary depending on the production system, climate and needs of individual farms in different European locations, we have set measurable outcome-based targets. These are designed to enable countries that already have solid measures in place to demonstrate that they are working on the priority areas and achieving the desired outcomes.

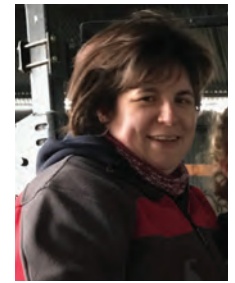
Action area	Outcome target
Environment	An intensity reduction of 15% in GHG emissions by 2025, with the aim of setting a future target that recognises the positive role beef production can play in mitigating climate change through reduction strategies and sequestration.
Animal health and welfare	Total usage of antibiotics below 10mg/Kg PCU by 2023.
	Reductions of 50% in the use of Highest Priority Critically Important Antibiotics (HP-CIAs) by 2023.
Animal medicines	Target mortality rates below 1.5%. For systems with mortality rates above this target, a year on year reduction of 20% should be achieved.
	All animals have access to loose-housing (when housed) by 2030.
	All animals are given pain relief (analgesics) for all surgical procedures and for all forms of castration, dehorning and disbudding
Farm management	A reduction in serious accidents (reportable; ref: European Reporting Framework) on farm and a reduction in fatalities with an overall target of zero.
	Financially viable farms that have a business plan in place.





An interview with Sarah Haire

Chair, ERBS



Sarah Haire is Group Agricultural Strategy Manager at Dawn Meats Group. She has been a member of the Beef Working Group, now the European Roundtable for Beef Sustainability (ERBS), for seven years. We spoke to her about her role in the ERBS.

What is your position in the ERBS, Sarah?

I was Vice-Chair of the group for the past 18 months and became Chair at the end of 2018.

How do you see your role?

That's a very good question. I help bring together a wide variety of stakeholders within the beef value chain to drive sustainability.

What part of the beef sector is most important to you?

Apart from my job at Dawn Meats, I am also a beef farmer. My family grew up in beef farming. For me, sustainability is not new, it's really making sure the sector survives in the future. If farmers aren't sustainable, we won't have a business.

What were your biggest challenges in 2018?

As Chair of the Technology Working Group, I helped drive the outcome targets. We had to bring together diverse production systems and meet local challenges while making sure we had a common goal. So far, I believe we have achieved what we set out to do. We have established common ground on the definition of sustainability and the measures needed to achieve it. Managing the diversity of systems and different challenges across the ERBS's wide EU footprint has been huge.

How would you characterise the spirit of the group?

Fantastic, to put it mildly. We're an energetic group. The atmosphere is very focused but also good-humoured. We all feel we can talk openly, that we can park

our baggage at the door. It helps that we're all passionate about beef and farming. This helps us set agendas that are meaningful with realistic deliverables.

Do you have any concerns?

We've been working on developing outcomes for the past two years. Now we're concentrating on the ERBS and showing leadership across Europe. I want to make sure we remain united in our aims, that we manage to achieve success at the local level while maintaining the Europe-wide focus. My aim is to help make sure this happens by encouraging debate – identifying the issues and bringing them to the table.

What did you learn in 2018?

Although we have different challenges across Europe, with different dynamics in countries, we have the same issues. This was a surprise to me. There was such commonality.

What do you enjoy the most?

I really enjoy meeting new people. There are such diverse characters in the ERBS. It is great to be in a room with McDonald's, Mars and other huge retailers as well as local organisations like LMC Northern Ireland, and Red Tractor, UK

How is 2019 looking to you?

Really, really exciting. We have a lot of work to do. Our goal is that, by the end of 2019, we have six countries proud to have embarked on their sustainability journey.



Farm Sustainability Assessment enjoys remarkable growth in 2018

“The FSA is a tool that helps us understand the challenges regarding sustainable agriculture and brings many stakeholders to the table to overcome them.”

ENRIQUE URIBE, TECHNICAL EXPERT, GLOBALG.A.P.

Significant user uptake and improved functionality

2018 was the year the FSA really came of age, with significant user uptake and a marked improvement in functionality. This included an improved web app developed with the International Trade Centre, a UN organisation in Geneva, Switzerland.

A significant number of new SAI Platform members get in touch with us for the first time because they are interested in the FSA. The FSA is the only tool of its kind that can be used in any country, in any kind of farm and on any crop. It is increasingly backed by big brands who see it as an industrywide tool.

One reason for the increased interest is the growing sense of urgency because many companies in the food and drink industry have 2020 sustainability targets to meet.

In 2018, the development of the FSA 3.0 began, with the intention to launch a version futureproofed for the next 10 years in 2020. The work is being done by SAI Platform and a group of member companies.

Increased support for the FSA

Alongside improvements in functionality, SAI Platform has expanded user support to include structured guidance and support modules.

The first ever FSA three-day training event was held in the Netherlands in June, followed by another in Rome in November. In 2019, there will be at least four more training events in France, China, Brazil and the USA.

In March 2019, there will be an important gathering of the FSA Community of Practice in Warsaw. This is to make sure our user community provides input into the FSA 3.0 early on and to explore ways peers can benefit most from the FSA.

The FSA's power to promote the global exchange of knowledge between members of the food and drinks industry, farmers and sustainability scheme and toolkit owners is growing all the time.

“I attended the 3-day FSA modular training last week and just want to say that the SAI Platform team did a fantastic job. Rich content, very good speakers and moderators, great field visit and nice location.”

TAMÁS SARKADI, GLOBAL CATEGORY MANAGEMENT PROCUREMENT, KERRY GROUP



Farm Sustainability Assessment at a glance

The Farm Sustainability Assessment (FSA) tool is a comprehensive approach to farm sustainability built around a set of questions asked of farmers enabling standardised farm assessment and a web app only available to SAI Platform members.

It offers users the right partners, tools and skills to accelerate sustainable agriculture simply and effectively.

The FSA also delivers a better insight into agricultural value chains.

Members of the food and drink industry, farmers and sustainability scheme and toolkit owners who adopt FSA demonstrate their commitment to promoting reliable sustainable food production.



Members of the FSA 3.0 Guidance Committee

Iver Drabæk (Nordzucker), Chair

Daniela Bogner (AGRANA)

Mike Buttenham (GFO)

Fares El-Barbary (Döhler)

Andy Essert (Cooperativa Agraria)

Emmanuelle Hopkinson (Marks & Spencer)

Vanessa King (Unilever)

Athanasios Mandis (innocent drinks)

Kevin Ogorzalek (Barry Callebaut)

Looking to the future

The reach of the FSA is set to expand still further, with new verified Farm Management Groups in new countries covering new crops.

The FSA will define what good sustainable agriculture practice looks like even more precisely, enabling producers to begin and continue their journey of continuous improvement with greater clarity. With this in mind, training and support will continue to develop, including the launch of new FSA topic guidance and training materials.

We will become more effective in turning data into actionable information, especially when it comes to key issues such as greenhouse gas emissions, soil quality and equipment.

This will involve farmers reporting back with data of sufficient quantity and quality to offer essential insights in the field, but without them becoming overloaded. The job of SAI Platform is to demonstrate how acting on this data creates value, convincing farmers to invest time and effort in data gathering and sharing.

As farmers become more and more committed to the FSA, the entire supply chain will be able to raise its sustainable agriculture game. Today, the FSA's main function is to assess and verify. Tomorrow, it will also deliver on its considerable promise as a tool for engagement and continuous improvement.





FSA today

The FSA questionnaire is now available in

21 languages.

33 farm management groups, including **30,123** farms, achieved a **verified FSA performance level** in 2018.

FSA verified production is now taking place in

22 countries spanning all continents and including **37** crops.

The 100th sustainability system was benchmarked against the FSA, contributing to greater alignment and transparency between sustainability systems in crop agriculture.

SAI Platform Australia - our vision

To be a highly valued two-way gateway to the Australian food and beverage sector for sustainable agriculture.

“SAI Platform Australia champions projects that entail collaboration between at least two members and supporters. Building partnerships and alliances along the supply chain is one of the strategic priorities of the Platform, and this is achieved through collaborating internally for projects that generate benefits for Platform members and more broadly.”

JACK HOLDEN, PRESIDENT, SAI PLATFORM AUSTRALIA.

Sustainability learning and implementing good practice

Over 2018, SAI Platform Australia continued to implement the 2017-2020 Strategy and accompanying 2018 Operational Plan providing additional benefits to its members.

This included sustainability learning through three general meetings. During these meetings presentations from members addressed key sustainability issues facing them and their industry.

A series of Forums was also held. Leading experts presented the latest research and developments in sustainability in areas such as economic sustainability, an update on genetic modification technologies, and a forum with the University of Melbourne and the Melbourne Business School.

A supporters group for Non-Government Organisations, policy groups and other entities which are not eligible for full membership of the Platform was established. Both

the agricultural industry organisation AgForce Queensland and the University of Melbourne are currently Supporters.

Project updates

Members started working collaboratively on several projects, generating cross-industry benefits. They included a project undertaken with the Commonwealth Scientific and Industrial Research Organisation (CSIRO) on the climate impacts for members within the dairy, poultry and marine aquaculture sectors. Focus also included a 'living project' with our member Tassal on its initiative for engaging the community in the areas where it is investing and a project undertaken by AgForce Queensland on finance sector recognition of farmers' sustainability initiatives.

Communications and engagement

The circulation of eNewsletters: one for members and one for the broader sustainability community was successfully initiated. An active members' and public website continued to provide regular news reports and updates. A specially developed page to cater for the 'living projects' is currently under development to provide continuous updates as the projects evolve.

There was a focus to strengthen contact and relations with the global SAI Platform organisation via regular teleconferences and other communications. Our President participates in the global SAI Platform Annual Event and we are planning to support the attendance of more Australian members at future Annual Events.

SAI Platform Australia at a glance

SAI Platform Australia has unique value propositions that differentiate it from other sustainability and industry organisations comprising: cross-value chain membership, independence, a focus on achieving tangible sustainability outcomes and the capacity to inform but not lobby policy interests.

It is made up of 17 organisations that span the agriculture, food, fishing and fibre supply chain to include leading corporations engaged in input supply, farm production, research and marketing, food and beverage processing and retailing.

Strategic priorities are to facilitate sustainability learning among members, promote and implement sustainability practices among members and stakeholders, and build partnerships and alliances for greater impact across the supply chain.

The direction for 2019

For the coming 12 months, the Australian Chapter has a number of exciting initiatives planned or already underway. These include a forum for members on the concept of sustainable diets and a major field trip being planned for mid-year based around a model sustainable dryland farm. Additional work on climate adaptation is also generating interest from members.

The Brazil Committee - addressing sustainable agriculture in Brazil

The third annual meeting of the Brazil Committee

The third annual meeting of the Brazil Committee took place in August 2018. A total of 28 people representing 16 SAI Platform member companies attended. Two of these were purely Brazilian companies, the rest were multinationals with local representatives.

Together, local members have created an enthusiastic and committed community dedicated to realising the potential of working together in a pre-competitive environment. In particular, members are keen to be trained on the Farm Sustainability Assessment (FSA) tool and to learn more about Spotlight.

Because the Brazil Committee is a cross-commodity group it is unique in the country and has great potential to achieve change.

The Brazil Committee has identified the following topics to focus on in the future: climate change, water use, biodiversity, working conditions and traceability and transparency in the supply chain – with the emphasis on agrichemicals.

It was agreed that two projects would be developed for 2019. One will focus on adapting to climate change through forecasting and the other on water conservation and quality.

The Brazil Committee at a glance

Inspired by the SAI Platform General Assembly in Brazil, members asked for a workshop to explore the possibility of SAI Platform establishing a presence in the country to tackle local issues relevant to members.

Over 60 people attended a workshop in early 2016 – local SAI Platform members, farmer coops, international and national NGOs, the Brazilian Roundtable on Sustainable Livestock (GTFS), the Roundtable Responsible for Soy (RTRS) and prospective members.

It was agreed that a Brazil Committee would be created, adhering to SAI Platform statutes and bylaws and operating under its governance.

The Brazil Committee enables members who operate in Brazil to identify unique local challenges to address, share relevant knowledge, expertise and good practice and implement sustainable agricultural practices.



Establishing a SAI Platform presence in China

China is a significant market for many SAI Platform members and a key region in which to develop and implement sustainable agriculture.

“Now is a key time for SAI Platform members to get involved from the beginning of this important initiative to lead and support Chinese companies on their sustainability journeys.”

MARTIN MA, CHINA CONSULTANT

After our 2017 conference in Beijing, SAI Platform recognised that having a presence in the country would be beneficial to our members.

In early 2018, we responded to requests from our members who do business in China to build our presence there. These included representatives of Unilever, Ingredion, Mars, PepsiCo, Nestlé and Coca Cola.

Our members had recognised the scale of the challenges China faces when it comes to sustainable agriculture and how this affected their business. The country has a fragmented agricultural sector with farms ranging in size from extremely large to half an acre. It is difficult to create a unified supply chain connected to the global headquarters of multinational members without the support of local government.

Members realised that, as has been the case throughout our history, they needed to work together in a pre-competitive environment. Our role is to help bring elements of the supply chain together.

On the ground in China

To help drive our China initiative, we have worked with Martin Ma, a Chinese consultant with 16 years' experience working in sustainability in China.

His network of contacts and credibility with numerous opinion leaders and sustainability practitioners in China,

including the Ministries of Agriculture and of Commerce, is proving invaluable.

He began by carrying out initial ground work to identify common sustainability related challenges that SAI Platform members face in China. At the same time, he started raising awareness of SAI Platform with Government officials, industry associations and local Chinese companies, particularly in the agri-food sector.

Leading with Farm Sustainability Assessment

Based on Martin Ma's initial findings and consultations with our members, we have decided that the most effective way to introduce SAI Platform into China would be via the Farm Sustainability Assessment (FSA) tool.

The FSA offers a clear checklist and practical guidance on how to become more sustainable. It is unique in the Chinese food and drink sector and is already being used in the country and is gaining recognition.

Workshops planned for 2019

By the end of 2018, we had agreed to organise two workshops in China for 2019.

One event will introduce SAI Platform to relevant stakeholders, explore common sustainability goals and decide on next steps. The other event will be an FSA training day involving existing SAI Platform members with an interest in China who can invite their suppliers. Current users of the FSA will also be able to benefit from hands-on coaching.

The workshops form part of a strategy to get suppliers on board before approaching large Chinese manufacturing companies or supermarkets.

China at a glance

China is now the largest food producer and consumer in the world.

Smallholders are key to agricultural production.

China's main agricultural products include rice, wheat, corn, potatoes, peanuts, tea and soybeans.

China's President, Mr Xi Jinping, has stated that China's ambition is to participate and take the lead on global efforts to address ecological civilisation, including sustainability.

Looking ahead

Establishing a presence in China in 2019 and beyond will be a challenge for SAI Platform but one we are willing to undertake as we recognise the support we can provide to help create opportunities for our members.

Our pre-competitive, collaborative model is ideally suited to meeting the challenges of connecting a highly fragmented supply chain where the distance between smallholders and our members is considerable.

Apart from the workshops, SAI Platform is also planning to organise a learning journey trip to one of the large food-producing regions in 2019 to showcase the FSA in action.

We will also reach out to local government to capitalise on their ability to provide access to local policymakers, agronomists and other relevant services.

At the end of 2018, few other organisations are better positioned to help implement sustainable agriculture in China and across the country's supply chain.

Learning together and sharing globally in 2018

Each year, SAI Platform holds events that contribute to our vision to harness the collaborative power and knowledge of our members.

Our members can participate in Learning Journeys around the world to see sustainable agriculture in action and how it is addressing the key topics outlined by the United Nations in their Sustainability Development Goals (SDGs). We visit a range of farms from small to large to learn about farming systems and different farm enterprises. These practical insights can show our members the reality of farming and the serious challenges that farmers often face

Year-round training events such as our Masterclass, now in its eighth year, offer our members practical advice on sustainable sourcing and dealing with everyday issues.

Learning and sharing knowledge in this way helps accelerate the widespread adoption of sustainable agricultural practices locally and globally to create a thriving and resilient sector.





The SAI Platform Annual Event Aarhus, Denmark

Our Annual Event is dedicated to promoting the exchange of knowledge, experiences and insights between members and invited guests, showcasing our work worldwide and reinforcing the value of membership.

“The visit to Danish Crown abattoir was a good reminder of the true potential that data can provide in maximising operational efficiency and spurring innovation.”

KALEE, SANINO, PEPSICO

Between 24-26 April, over 130 industry and sustainability experts from 90 organisations from across the global food and drink industry gathered in Aarhus, Denmark for ‘Sustainability through Technology and Innovation, How to Advance Sustainable Agriculture at Landscape Level’, our Annual Event.

Aarhus is the second-largest city in Denmark, home to leading Danish food companies including Arla Foods and Danish Crown. An hour’s drive away, Agro Food Park boasts one of Europe’s highest concentrations of food-related expertise.

Sponsored by Mars, Arla Foods and Marks & Spencer, with the Danish Agriculture and Food Council and VisitAarhus as partners, the programme combined field visits and an in-depth seminar.

Field visits show innovation in action

Innovation and the use of new technology are key drivers in modern Danish agriculture. Field visits to Vejlskovgaard dairy farm and Roskilde Tekniske Skole Farm offered valuable insights into the reality of using technology to innovate.

At Vejlskovgaard, members evaluated practices which include using data to inform decisions on the most efficient type and volume of feed. We visited a state-of-the-art dairy farm that maximises animal welfare through free movement and easy access to feed, water, robotic milking machines and rest areas.

Vejlskovgaard dairy farm is also collaborating with Aarhus University and other institutions to generate valuable research, including a scheme to extract protein from fresh grass.

The problem of sourcing labour, compounded by the increasing reluctance of young people to go into agriculture, is as pressing in Denmark as it is throughout both the developed and developing worlds. A field visit to Roskilde Tekniske Skole Farm demonstrated how just five people can manage a 700-hectare mixed cropping farm.

At the Danish Crown beef abattoir we saw how sustainability measures were embedded in processes such as energy efficiency and water use.

Field trips offer an excellent opportunity for members to talk about the issues facing sustainable agriculture. Two key topics this year were inadvertent sustainability, where practices develop out of the search for better yields and profit margins, and the organic vs sustainability debate. During the field visits, a recurring issue was that of organic versus conventional farming and the fact that organic does not necessarily mean sustainable. A discussion that will no doubt continue into the future.

Seminar – exploring the potential of technology

Our members are well aware that technology has an increasingly significant role to play in enabling the growth of sustainable agriculture. The real challenge is knowing what technology to back.

This year's seminar covered the benefits of technology for smallholders, big data, the opportunity presented by agri-food blockchains.

There is no question that smart farms are empowering innovative farmers with the necessary resources to accelerate and streamline the way they work. For instance, replacing manual labour with sensory robotization in dairy farming, as we saw at Vejlskovgaard.

Smallholder farms face the challenge of finding technology to invest in that is replicable and scalable and meets their specific needs.

Large or small, farms alike are being transformed by big data. To give just one example, Unmanned Aerial Vehicles (UAVs) now gather on the ground data using yield monitors and soil maps, enabling problem areas to be identified and informed decisions to be made about the coming year's crops.

Big data is also impacting on start-ups focusing on food waste reduction as well as offering transparency regarding animal welfare.

Blockchain is another development in technology that has enormous potential for the food and drink industry. The seminar explored how the benefits – including more transparency, greater security, speed, efficiency and reduced costs – can be applied to agriculture. One benefit in particular, improved traceability, has immediate benefits for food and drink supply chains, which can often be complex and fragmented.

“The seminar was fantastic. There was a wide range of speakers and topics. Also, there was a lot of discussion, which really was the best part.”

MIKE BUTTENHAM, SUSTAINABILITY & ENVIRONMENT COORDINATOR, GRAIN FARMERS OF ONTARIO

We also addressed industry-wide issues like how to harness the potential of technology to feed a rapidly expanding global population while demonstrating the provenance of food products to consumers.

Looking ahead

SAI Platform's mission is to encourage debate and knowledge-sharing among all our members, whoever they are.

While trends like vertical farming in cities, cultivating insects and algae for food and developing synthetic meat and drink are obviously exciting, all our members need to benefit from innovation.



Empowering smallholder farmers in India

Our Cross-Commodity Learning Journey to Hyderabad, India offered a unique opportunity for twelve members from nine organisations to explore how Indian smallholders practice sustainable agriculture, the challenges they face and the initiatives empowering them.

“It was very useful to learn about and see up close so many initiatives helping to empower smallholders in India. This helps us as a company as we do not need to design a new programme – we can rely on other existing initiatives, stakeholders and technologies already in place and build on these. That’s the whole idea about SAI Platform isn’t it?”

BEN SUMMERS, SUSTAINABILITY MANAGER, INNOCENT

The Learning Journey took place between 24-26 September and was hosted by Aranya Agricultural Alternatives, AgSri and The Reliance Foundation. Bayer CropScience co-financed some of the programme.

Smallholders and sustainability

According to the World Bank’s International Finance Corporation (IFC), global food businesses have woken up to the realisation that smallholder farms could be integral

in providing a sustainable supply of raw materials ranging from coffee to livestock products.

Many SAI Platform members source from Indian smallholders. India is home to 90 million smallholders (World Bank 2016). The 2010-11 census revealed that they are responsible for 80% of the country’s agricultural production.

The challenges Indian smallholders face include water issues, limited subsidies and financing and changes in rural ways of life that impact on farming methods, workforces and skillsets.

Bringing members, partners and communities together

SAI Platform members and partners saw the work of Aranya Agriculture Alternatives (AAA) first-hand. AAA is a well-known local NGO that promotes the use of permaculture farming practices to create ecological and sustainable livelihoods across the country.

We visited AgSri, a social enterprise focused on finding ways to sustainably improve farm productivity of sugar and rice and income while reducing input costs.

Members saw the work of the Bayer Food Chain Partnership first-hand. This is an innovative business model launched in 2005 that brings growers, graders, processors and retailers together to work on integrated and sustainable crop production. Partnership initiatives are associated with over 90,000 farmers covering more than 80,000 hectares.

We were also exposed to the work of The Reliance Foundation (RF). The RF is the philanthropic foundation promoted by Indian conglomerate Reliance Industries. RF’s vision is to build an inclusive India by addressing multifaceted development challenges and support collective aspirations.

What we learned

Seeing new technology, innovation and sound farming practices that address issues such as food security and future employment in action enabled us to obtain valuable insights. We also saw how increased connectivity between markets and the industry, collaboration in the value chain and the presence of socially focused projects are improving rural neighbourhoods.

After the Learning Journey, our many take-aways summed up a generally positive experience. There are plenty of challenges facing Indian smallholders but they learn well from each other and are generally keen to be champions of sustainable practices.

Special thanks to Dr Vinod Vemola, who offered valuable insights that helped us understand smallholder challenges and opportunities in India.





A Masterclass in sustainable sourcing

SAI Platform has been offering an informative, interactive Masterclass in partnership with the Business School Lausanne (BSL) in Switzerland for the past eight years.

“I enjoyed the great variety of topics discussed as well as the presenters, companies and organisations that they represent. This diversity contributed to really good dialogue in the room.”

LISBET KUGLER, SENIOR ENVIRONMENTAL AND SOCIAL DEVELOPMENT SPECIALIST, IFC

The target audience of the Masterclass is senior executives and experts. It is designed to develop practical implementation approaches along with a strategy to meet companies' sustainable sourcing targets for agricultural raw materials.

Exchanging insights and experiences relating to the challenges and opportunities of integrating sustainability into the corporate agenda is fundamental to the Masterclass concept.

This year's Masterclass, held on 20 and 21 November, focused on two key issues in sustainable agriculture: how to become an effective change agent for sustainable sourcing and promoting entrepreneurship and effective stakeholder management at farm level.

The event was attended by over 30 sustainability leaders, including representatives from Heineken, Coca-Cola, Unilever, Cargill and BIOS Rohstoffe. Invited speakers included **Scott Poynton**, Founder of The Forest Trust, **Kim Carstensen**,

Director General at the Forest Stewardship Council, and **Antonio Hautle**, Managing Director and Network Representative at UN Global Compact Switzerland.

Within the framework of the Masterclass, the hot topics of the future of certification and effective farmer engagement were keenly debated.

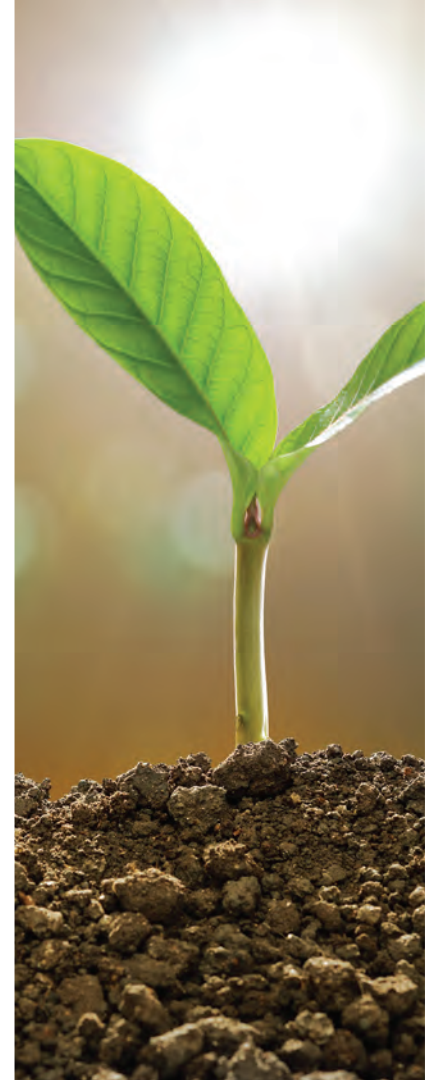
Debating the future of certification

There is a realisation that certification as to whether a product is sustainable, organic or fair trade has often been used purely as a box ticking exercise. Experts agree that certification has not been that effective in bringing continuous improvement to sustainable farming.

The debate now is around how to introduce more effective new models.

Leading the future of the certification session was **Rozanne Davis**, Head of Sustainability at innocent drinks. Rozanne identified three key tensions: the difference between standards and certification, using certification as a baseline assurance versus a driving change and continuous improvement tool, and the role of certification to self-differentiate at consumer level versus driving change within the system.

We reached a consensus that meaningful change can be achieved only if certification is used as a drive for continuous improvement, as proposed by **Bastien Sachet**, CEO of the Forest Trust.



Engaging with farmers

Engagement with farmers is crucial if longer-term solutions via strong working relations and industry collaboration is to be achieved. And how to effectively engage with farmers was another key topic that generated interest and lively discussion. During the session on building partnerships, SAI Platform's **Doñana Berry Project** was used as an example as to why it is vital to determine the right stakeholders and partners from the outset of any project.

We also discussed how technology can play a part in helping to build stronger relationships with farmers, while helping develop a culture of innovation and aiding with strategic decision-making.

Strong communications play a key role to deliver the SAI Platform vision, mission and 2018-2025 strategy. Throughout 2018, we undertook successful multi-media campaigns and multi-stakeholder collaborations to raise awareness of SAI Platform as a membership organisation and support its ongoing projects, tools, and events.

Connect, learn, share

Our online presence and engagement strategy play a key role in building closer relations with members and sustainable agriculture stakeholders. Quality and quantity of news content was therefore a primary focus, as we aimed to keep our members up-to-date with all the latest developments. This had a significant impact on our online presence as we witnessed an increase in website sessions and page visits as well as a rise in new users.

Social media campaigns included the launch and promotion of major achievements including [Spotlight](#), the [2018 Annual Event in Aarhus](#) and the launch of the [European Roundtable for Beef Sustainability](#).

New website

In 2018, we initiated a phased project to build a new website with integrated FSA resource site and members' zone for SAI Platform. On completion this new online communications platform will provide members with an improved look and feel, introducing interactive software to access our tools, resources and publications as well as access to news updates on projects and events. For external stakeholders, it will serve as a shop window to who we are, what we do and how.

Phases one and two, already underway in 2018, concentrated on the design and development of the new website and FSA resource site. Starting in mid-2019, phase three will see the development of the members' zone and will be launched in early 2020. The new website and FSA resource site will be launched in May 2019.

Raising awareness and understanding of sustainability in a crowded space

By working and communicating together we add value and credibility to the necessity of a sustainable agriculture industry. Press campaigns over 2018 raised industry awareness on key SAI Platform activities including the European Roundtable for Beef Sustainability (ERBS), the Farm Sustainability Assessment (FSA) tool, member engagement, and SAI Platform projects.

Public relations

The ERBS unites the beef value chain: Launched the European Roundtable for Beef Sustainability

Member engagement: Welcomed new members Kalsec to SAI Platform

Members benefiting from the FSA in practice: Congratulated the California Almond Sustainability Program on achieving FSA Gold

The Russian sugar beet project: Announced SUBERU, the next SAI Platform sugar beet project following on from the 2017 European Sugar Beet Project



Better engagement means better collaboration

Over the past five years, our membership has seen a significant increase. In parallel with this growth we recognise the need for closer support with our members on a one-to-one level.

In 2018, we developed a member engagement process to address the evolving needs within our membership, and strengthen our community of sustainability practitioners. Account Managers from the Secretariat were assigned to each member as a main point of contact for SAI Platform. By having a key contact person with whom to maintain regular contact, members will benefit with an improved service.

Catalysing change

The Doñana Berry Case Study published in 2018 was the third and most recent in our series of case studies reporting member-driven on-the-ground projects.

We place a strong emphasis on collecting and exchanging knowledge especially members' experiences, developments and the lessons learnt along the way. The Doñana Berry Project Case Study captured the



determination of the private sector to initiate change and scale efforts on water sustainability in the region.

<https://saiplatform.org/our-work/reports-publications/case-study-donana-berry-project/>

Membership Communications Guide

In 2018 the [Membership Communications Guide](#) was published to help members communicate internally and externally with regard to involvement and commitment to SAI Platform and

sustainable agriculture.

This step-by-step guide was designed to give members optimal support when communicating progress in sustainable agriculture such as Farm Sustainability Assessment (FSA) claims and on-the-ground projects.

Our journey from here: the future for communications

Over the period from 2018-2025, we have set ourselves the objective of engaging with an increasingly global audience throughout the food and drink sector.

As the number of member-driven projects increases and the use of our tools expands, the progression towards numerical targets will need clear data and a more factual approach. We must also communicate from the perspective of the people who are involved in projects on-the-ground and the experiences, knowledge and learning points that they can share.

Our ambition as we look ahead is to communicate in a clear, succinct way to an ever-increasing audience. We will do this by using accurate data that supports a coherent account of our progress and impact.



Online engagement

Communication about sustainability is fast and plentiful. At SAI Platform we tell our story in an authentic way that quickly reaches and engages with members and other stakeholders across the sustainable agriculture sector.

Website traffic 2018

Sessions **44,987** ↑ 2.5% # New Users **29,328** ↑ 2.8% # Page Views **120,953** ↑ 0.84%

Connect

Learn

Participate

By providing direct channels and opportunities our members learn, share and stay informed whether it is via online news, social media, reports or case studies.

 ↑ 64% since 2017
3,600

 ↑ 23% since 2017
1,515

Members Only
Newsletter
Subscribers
838

Newsletter
Subscribers
2,273

Share your success

We work closely with our members to communicate their experiences, challenges and successes, ensuring we capture the right message, raise awareness and enhance global relationships.

Top 10 articles 2018

- | | |
|---|--|
| #1 PepsiCo Offers Sustainable Farming Program Toolkit | #6 Post-event report Annual Event, Aarhus, 2018 |
| #2 Annual Report 2017 | #7 Building Sustainable Value Chains – Masterclass2017 |
| #3 SAIRISI Case Study | #8 Spotlight takes off |
| #4 Introducing FSA 2.1 | #9 Highlights of FSA Training Event 2018 |
| #5 SAI Platform's New Vision and Mission | #10 The launch of the European Roundtable for Beef Sustainability (ERBS) |

Interact with us

In 2018 we organised **12** interactive webinars on a range of informative and on-the-ground topics.

Top 3 webinars

- #1 – Implementing GLOBALG.A.P. FSA add-on (Members only)
- #2 – Live demonstration FSA Web-App (Members only)
- #3 – Introduction to SAI Platform

To successfully address sustainability the food and drink industry cannot deal with challenges in isolation. SAI Platform recognises that success for the widespread adoption of sustainable agricultural practices and the ability to catalyse and scale delivery in a space of ever-growing sustainability organisations, requires a holistic viewpoint. To extend our collaborative approach within our membership and across other organisations is necessary for progress.

By taking a strategic approach to selecting the right partners, we are building awareness and shared understanding. It is vital that we apply our added value and focus our strengths on key priorities. Finding and working together with partners that deliver mutually beneficial goals and avoid duplication, also helps to advance our vision and mission.

SAI Platform has always strived to work with partners. In 2018 we continued to build upon our unique capabilities and complement them with the strengths and knowledge from other organisations also addressing sustainability. These are some of the specific areas in which we have built and extended working partnerships and collaborations in 2018.

Dairy Sustainability Framework

We continue to work closely with the Dairy Sustainability Framework (DSF). Through our support of the DSF's **Global Criteria** focused on eleven key sustainability principles, we are developing an industry-wide solution to achieve practical delivery of these and provide a common language for processors, aggregators and suppliers.

Field to Market

In 2018 we agreed that the SAI Platform Annual Event 2019 would offer a distinctive experience to previous years by dovetailing with the Field to Market 2019 event in Chicago. Located at the same venue, SAI Platform members will have access to the Field to Market event, offering access to sessions, further networking opportunities and a joint SAI Platform/Field to Market dinner. By opening up our field trips and conference we are providing an even greater opportunity for dialogue and collaboration.

GLOBALG.A.P.

To complement the work that GLOBALG.A.P. has already done, SAI Platform has partnered with them to create an FSA add-on to their existing standard. The result, the GGFSa, provides the additional sustainability requirements that many market parties now need. GGFSa is becoming common place in the market with over 12,000 hectares all GGFSa verified in 2018. This healthy growth indicates

that many companies in the market clearly see the added value of using GGFSa as an industry solution, while helping to limit the audit burden for farmers.

ITC

2018 also welcomed the launch of the significantly enhanced version of the FSA Web-App available exclusively to SAI Platform members. New features included a more intuitive user-friendly software interface, more user guidance and support and better analytics. As a result, we have seen a significant increase in parties collecting, analysing and disseminating sustainability performance information.

World Business Council for Sustainable Development

Representatives from SAI Platform and the World Business Council for Sustainable Development (WBCSD) met on 7 September 2018 to discuss opportunities for collaboration. Three areas were explored: shared projects, tools, and working together in different geographies. Key focus includes actively progressing changes into FSA 3.0 for climate and exploring wider project opportunities for 2019 and 2020.

Collaboration continues

Together with a growing number of Memorandums of Understanding, there is also an expanding list of sustainable organisations that are reaching out to us in acknowledgement of our unique strengths. In 2018 we saw an increase in the number of such organisations approaching us to discuss ways of working together.

Our tools such as the FSA and Spotlight are recognised by organisations who are introducing their members and partners to us – clear evidence of alignment with our work. In 2018, SAI Platform welcomed the Sustainable Spices Initiative to include the FSA in its basket of standards to assess the sustainability of spice production and drive sustainable production practices in this diverse sector.

<https://www.idhsustainabletrade.com/initiative/sustainable-spices-initiative/>

Since 2002, SAI Platform has been leading the way in developing and implementing principles and practices to ensure more resilient agricultural supply chains. As we look to the future, we will continue to liaise with potential partners as we aim to leverage from their knowledge, skills and identify synergies.

Financial Summary 2018

SAI Platform is financed for the most part by members' annual membership fees. It is our responsibility to ensure that we maximise all resources and manage activity and expenditure in order to provide value to our members.

In 2018, we introduced a new budget allocation process whereby the Secretariat and Working Group Chairs presented their budget requests to the Executive Committee in October. This provided the Executive Committee with a holistic view of the 2019 work programme and the funds required to enable them to prioritise accordingly.

Revenue from participation fees in SAI Platform projects and events also increased in 2018. This is a funding model that we will continue to develop in 2019.

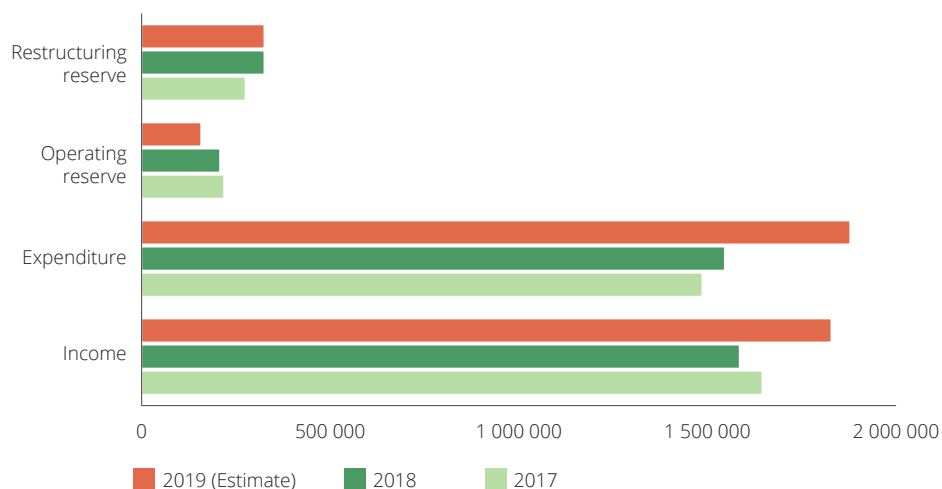
It is worth noting that the Doñana Project was self-financing in 2018 due to external funding and project participation fees and thus did not contribute to SAI Platform revenue as the project was managed externally. This included revenue collection

and explains the drop in income from 2017 to 2018 as income and expenditure were no longer channelled through SAI Platform.

At the end of 2018, our revenue was slightly higher than estimated and expenditure slightly lower which left an operating reserve of €207,000. This will be used in 2019 to invest in special projects, for example the China initiative and the Dairy IT tool. There is a continuing interest in organisations becoming SAI Platform members which will provide a larger operating reserve that can be allocated to new project work subject to approval from the Executive Committee.

SAI Platform maintains 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.

The financial statements for SAI Platform for the year ended 31 December 2018 were audited by Fiducaire TECAFIN SA, Geneva, Switzerland.



SAI Platform Team

Executive Committee*

President

Jan Kees Vis

*Global Director Sustainable Sourcing
Development
Unilever*

Vice-President

Rob Meyers

*Sustainability Director
PepsiCo*

Treasurer

Nigel Davies

*Manufacturing and Sustainability Director
Muntions plc*

Steve Mc Lean

*Head of Agriculture and Fisheries
Marks & Spencer*

Ghislain Pelletier

*Vice President Agronomy
McCain Foods*

Rozanne Davis

*Head of Sustainability
innocent drinks*

Robert Erhard

*Agricultural Raw Material Sourcing
Nestlé*

President

Adrian Greet

*Global Sustainability Programme Director,
Mars Inc. (until June 2018)*

Treasurer

Paul Gardner

*VP Direct Materials
Danone (until June 2018)*

Advisory Council*

Giovana Baggio

*Sustainable Agriculture Manager
The Nature Conservancy Brazil*

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*Executive Secretary of the Global Forum on
Agricultural Research
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Kathryn Green

*Sustainability Manager
LEAF*

Secretariat*

Director General

Adrian Greet

Director of Operations

Jane Duncan

Director, Crops

Jenny Edwards

Director, Americas

Nick Betts

Director, Livestock

Patricia García Díaz

Director, Systems

Sven Sielhorst

Programme Manager Farm

Sustainability Assessment

Joe Rushton

Global Events Manager

Yael Fattal

Communications Manager

Brigid Norde-McAleer

Digital Communications Manager

Marco Consalvo

Programme Officer, Livestock

Nathalia Ramos Castro

*as on 31st December 2018





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