



# Annual Report 2019

Our year of  
accelerating  
engagement





# About SAI Platform

We connect, collaborate, and build industry-wide solutions globally to catalyse and support sustainable change in agriculture.

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

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. Our current focus is on beef, dairy and crops. Our innovative and industry-focused tools, the Farm Sustainability Assessment (FSA), Spotlight and the Sustainable Dairy Partnership, lead the way to effective sustainable practices while delivering value to our members, farmers, their communities and consumers.

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

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# President's Review

**For me, 2019 was a year of acceleration for climate action and biodiversity action. There was a clear rise in awareness as the world realises the need and urgency for a transformational change across our food systems. We are addressing this acceleration through collective response and multi-stakeholder collaboration.**

**Jan Kees Vis,**  
SAI Platform President,  
Global Director Sustainable  
Sourcing Development,  
Unilever

“As we take our share of responsibility and business leadership as an industry, we must deliver at the scale and urgency of the changes that are needed now.”

Our achievements in raising the level of engagement among our members, expanding our global presence and dealing with industry challenges are a positive step closer to also delivering our 2025 goals. It is worth remembering that a critical part of our mission is to accelerate the widespread adoption of sustainable agricultural practices. As we take our share of responsibility and business leadership as an industry, we must deliver in accordance to the scale and urgency of the changes that are needed now.

Our level of engagement among members and external parties is key to how we deliver change. As part of SAI Platform's recognition to increase member engagement, we launched a new website and integrated the FSA Resource Centre as part of an ongoing online communications strategy. The new website showcases our constructive initiatives, on-the-ground projects and global events. It also offers easy access to our tools and resources developed together over the years.

The SAI Platform Annual Event and General Assembly 2019 was held in Chicago, USA, as we gathered to discuss the important theme of Next Generation Farming. Bringing together over 175 members and industry leaders, we initiated open and honest discussions on the global challenges facing the industry and the future for sustainable agriculture.

One clear indication of achievement as we respond to this acceleration was our global expansion and presence. Our presence is well-established in Europe, North America and Australia, which has had its own independent organisation since 2007. This year we set up the Americas Committee with a focus on regional needs, systems and approaches.

Ultimately, our aim is for SAI Platform to be present in other developing markets such as China, Russia and Africa. However, this must be done in the right way and at the right pace. Since our annual event in Beijing in 2017, there has been a desire to build a strong local presence to initiate local projects and a China Committee. Over 2019, we experienced first-hand that this is very challenging, and we have had to reassess our approach. As with the SAI Platform Americas and Brazil Committees, our approach was to first establish a strong awareness of SAI Platform and the value that we can provide locally. Our approach for China will now take a similar path as we focus in 2020 and 2021 to lead an FSA initiative in China along with project developments as requested by members. Over 2021 and into 2022, we expect to have sufficient presence to establish a solid local network of members and form a SAI Platform China Committee.

As an industry we understand the need and urgency for change, and we know how to do so ourselves.

For SAI Platform members, the [Farm Sustainability Assessment](#) tool, the [Dairy Sustainability Partnership](#), the [European Roundtable for Beef Sustainability](#) and our collaborative [project work](#) are all clear areas where we are focused on leading change.


This year we launched our latest collaborative tool the Sustainable Dairy Partnership (SDP) at the IDF World Dairy Summit in Istanbul. Developed by the SAI Platform Dairy Working Group and built on the Dairy Sustainability Framework, the SDP aims to address the need for measurement of progress and impact. As a collective response from 30% of the global dairy industry the SDP targets the multiple challenges in sustainable and responsible sourcing. It represents a major step for the sector to move from compliance-based reporting to impact-based reporting. It also reflects the determination to come together and work on common challenges and fundamentally change for the better.

The development of FSA 3.0 is moving in a similar direction. In 2019 the FSA was reviewed as we focused on the next stages of the tool with particular emphasis on climate change, climate resilience and climate mitigation, as well as focus on soil health, biodiversity and water quality. There is the expectation to deliver a more data-driven approach to demonstrate how change of practice delivers

change of outcome. The challenge remains as to whether we can come up with measurable KPIs on climate mitigation, biodiversity decline and soil health.

This year I have seen SAI Platform accelerating, changing and responding. Our Director General, Adrian Greet, has brought in many changes for the better. There is a noticeable sense of energy and motivation within a growing Secretariat team. A new and dynamic relationship is now in practice between the Executive Committee, the Advisory Council and the Secretariat. We are now interacting in a more open, transparent and closer way.

For me, SAI Platform is uniquely placed as an organisation to play a big role in this massive transition in agriculture and food production. As human beings we have an inclination to look after our fellow human beings and a duty to look after our planet. The sustainability agenda is the opportunity for business to do the same.





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

“ The pre-competitive approach to tackle sustainability is however not a philanthropic project whereby you can be a part or not. ”

# Fundamental change and constant adjustment of food systems are a continuum

**Over the last year, the use of natural resources such as soils, biodiversity and water as well as current production practices in agriculture became the top news subjects.**

Pressure is mounting from consumers, civil society and political spheres regarding the multitude of issues relating to our food systems. Starting at farming level and ending at the consumer's plate, these concerns are shaking the food and beverage industry and the agricultural producing community worldwide, like never before.

The food and drink industry along with multiple stakeholders, have to work together with farmers / suppliers to deliver on defined problems like climate change and demonstrate measurable and scalable impact through both pre-competitive and competitive initiatives.

No stakeholder in the global food system can neglect legislation, market demands and the impact on reputation, supply and continuous economic performance.

The pre-competitive approach to tackle sustainability is however not a philanthropic project whereby you can be a part or not. It is a collective decision to raise the standards of "business-as-usual" to change unsustainable practices through continuous improvement with innovation as a driving force. Together, we must maintain profits for farmers and companies and offer consumers and society abundant access to affordable, safe and quality assured food.

Driving production systems in the direction of more sustainability means evidence-based data is necessary to measure a baseline and set a target for improvement. The key is therefore to get companies to work with the same rules: the same methodology and metrics. SAI Platform is in an unmatched position to provide such an approach, for example a carbon mitigation road map design and help member companies to learn and adjust in a speedy way. Already SAI Platform is shaping change via member and partner initiatives. In the dairy industry we are leading

the way as we work together on the Sustainable Dairy Partnership: Business to Business (B2B) that as a system enables processors to show evidence of continuous improvement. Our multiple global and cross-commodity projects are providing collaborative solutions to common challenges that can be used at scale and with a measurable impact.

As demand is changing, our organisation will prepare and help members, their suppliers and farmers to adjust, serving consumers while taking better care of the planet.



# Director General's Review

**The SAI Platform 2019 Annual Report is the second in a series to cover the 2018-2025 strategic period. Our performance and achievements over the year are great examples of the practical tools and resources we offer, the increasing number of on-the-ground projects for member and partner involvement, our developing standpoint on important issues as well as the diversification of our membership growth.**

Growth is a priority if we are to achieve our 2025 targets. However, growth is something that we must balance carefully as we support our members geographically while also ensuring greater diversification. A truly diverse membership needs representation with an equal voice and equal opportunities that are reflective across this very important and integrated value chain. 18 new members joined SAI Platform in 2019 as a result of organic growth and strategic direction with a key focus on some areas such as [retail](#). For this reason, our pro-active engagement with the retail sector resulted in companies such as Edeka, Germany's largest supermarket corporation, joining us towards the end of 2019.

Right now, the industry is facing multiple external pressures. As a member-led organisation, a part of our value to members is our ability to foresee new challenges on the horizon and identify the right solutions. In response to this we have rejuvenated and reactivated our Advisory Council. In practice this is a platform whereby we as a membership can consult professionals in their respective areas of expertise in order to identify and address new and challenging trends.

In 2019 we received a mandate from our membership at the General Assembly in Chicago to take an active approach on advocacy and develop positions in relation to key issues in sustainable agriculture. To start with these included climate action, animal welfare and human rights to provide an excellent reference point for our members.

By 2025 our target is to have 10 impactful projects per year. In 2019 we were running 9 projects across multiple regions with a diversity of commodities and issues as well as varying approaches from gap analyses to landscape approach, from reference development to a focus on FSA acceleration among others. 2020 will see flagship projects such as [SAIRISI](#), [SUBERU](#) and [Doñana Berry Sustainability](#) come to a close while a total of twelve [projects](#) will continue to progress. Currently in Spotlight we have over 200 project options. As we plan ahead, our filter process will concentrate

on members' priorities to drive the impact we are generating across the supply chain to ensure positive industry outcome and at scale.

Celebration, consolidation and collaboration are a critical part of our success as a membership organisation. As leaders we will continue on this path of consolidating tools, solutions, approaches and activities. Our business responsibility is as much about partnering as it is initiating. That is why we stepped up to be part of the World Business Council for Sustainable Development (WBCSD) initiated the [Business for Nature](#) coalition along with other partners. We will continue to choose focus areas where we are driving projects that deliver real change on the ground and achieve real impact. Our involvement with partner organisations such as GLOBALG.A.P, Field to Market and the International Trade Centre (ITC), among others, will bring tangible benefits to our members.

The challenges we face as an industry are far from straightforward. Sustainability is not a new way of thinking. In many ways, it is about re-learning the methods and processes that we lost. It is also easy to lose sight of the bigger picture when there are multiple standards, organisations and players all with the right intentions, but nevertheless creating a noisy and often confusing space. As we continue to prioritise and follow our vision and mission, we will drive the right impact and meet the current demands.

Finally, 2019 was my first full year as Director General and I am extremely proud of what we have achieved together and how we are heading towards our 2025 goals. One of our key strengths is our sense of collaboration as well as our awareness for change and at speed. As we continue and collaborate together, we maintain a unique position that facilitates the necessary changes for a fundamental transition across the whole supply chain and to be part of a thriving agricultural industry.







Adrian Greet,  
Director General,  
SAI Platform

“As we continue and collaborate together, we maintain a unique position that facilitates the necessary changes for a fundamental transition across the whole supply chain and to be part of a thriving agricultural industry.”





Jan Kees Vis,  
SAI Platform President



Adrian Greet,  
Director General,  
SAI Platform

# A conversation between sustainable agriculture experts Jan Kees Vis and Adrian Greet

Towards the end of 2019, Jan Kees Vis, President of SAI Platform, and Adrian Greet, Director General, sat down together with our Communications Manager Brigid Norde-McAleer for a conversation about their roles in our organisation, the challenges facing members and the food and drink industry as a whole as well as the bigger issues around climate change. Both men have been in the food and drink industry for over 30 years and have strong opinions about its current state.

**Brigid:** Can I start by asking how you work together?

**Adrian:** As leaders of the Secretariat, Jane and I meet with Jan Kees and the whole Executive Committee remotely every month and face to face twice a year. Jan Kees is my boss and he holds me accountable for what my team and I deliver. Our relationship is based on frequent conversations and is key to how SAI Platform functions. We have plenty of ad hoc chats but tend to have a catch-up, touch base conversation once a month.

**Jan Kees:** These monthly Executive Committee meetings cover certain things that, according to statutes, the Executive Committee has to decide on. Our regular one-to-one catchups help me keep in touch with what's happening within the Secretariat, a growing group of people who do a lot of amazing things all over the world.

**B:** What has been the biggest takeaway so far in 2019?

**A:** For me, it's all about growth within SAI Platform and the speed with which that's happening. One personal takeaway was at our Annual Event in Chicago. For a moment, I stepped

back and watched, recognising the energy, interest, and level of engagement. It embodied everything we do and should be doing as an organisation.

**JK:** This has been a year of acceleration: of the climate, agriculture, food and nitrogen crises. It's pretty obvious that we've all woken up to the need for rapid change.

**B:** What do you see as the biggest challenges for the food and drink industry right now?

**JK:** We need change in almost every part of the supply chain, but also on the part of the consumer. We also need to re-balance our use of animal and vegetable protein. At the farm level we really must move towards regenerative practices, crop rotations that are far more extensive and better designed to deliver soil health and protect biodiversity. What we don't know yet is how to make a compelling case for doing so with consumers on the one hand and farmers on the other. Farmers barely get by financially in many parts of the world. The only exception is palm oil. So, they're understandably often not in a position financially to invest in change. We're



beginning to see a realisation in the millennial consumer in the US and the rest of Europe that change in both consumer behaviour, a change of diet, and farmer behaviour is necessary. But we also know that in the most populous countries in the world, India and China, once people start to enjoy a higher income, they can afford to buy meat, which starts the whole cycle all over again. It's a massive challenge.

**A:** I agree. We're asking farmers to make a huge amount of changes, whether they be changes in proteins we buy or new targets on nature and more. But there's a reticence to underwrite the transition for the farmer to enable that change to happen.

**JK:** To add to that, frameworks like the SDGs and science-based targets mean zilch to the average consumer. In relation to climate change and carbon footprints, the average consumer understands the situation and knows what he or she should do. But when it comes to diet, eating and drinking, the benefits of changing aren't clear yet at all. Proof of the outcome is very important, of course. We need to be able to show farmers and consumers

that if certain practices are changed on farms, X and Y will happen and that's extremely difficult.

**A:** We're being asked to deliver more outcome and impact. These are harder to define and much more costly to measure in many cases, than input or process targets. There is a change coming. Younger generations seem more committed to supporting the right change, but we need to see changes in behaviour as well as attitude. The reality is that my kids still leave their bedroom lights on! We need to drive incentive for the consumer, and that includes you and me, to help facilitate the necessary change for scale across the whole supply chain and the necessary transition.

**JK:** There is a generational divide, for sure. It's entirely fair for Greta Thunberg, the Millennials and Generation Z to blame the boomers for what they've done since 1945. But, although globalisation has improved things for many people, blue collar workers and smallholder farmers in emerging economies have been forgotten and I think politicians don't realise that yet.

“We need change in almost every part of the supply chain, but also on the part of the consumer.”

**A:** It is getting better. The feeling I have now is that there's a greater understanding of connectedness that wasn't there before. I think younger people feel more at ease with seeing that connection.

**B: How is SAI Platform helping our members with these challenges?**

**A:** We're offering people the right knowledge and tools. We're also helping with the right approach to make progress. Now, you're also seeing more focus on us having a voice, a presence.

**JK:** We've created a platform where they can ask questions to get answers to the things that you don't know.

**A:** And be asked questions...

**JK:** ...And be challenged. Fundamentally, we're covering our members' needs. We clearly offer value to members otherwise they wouldn't be here. They're all busy people.

**A:** With this comes more expectation. The ask from members is to see impact and outcome. We've gone from learning to action and now we're demonstrating outcome.

**B: Let's talk about climate change: What should the food and drink industry be doing right now?**

**JK:** There's a growing consensus that regenerative agriculture is where we need to be heading. This covers farming and grazing practices that reverse climate change by improving soil health, water quality and biodiversity while supporting crop yields and nutritional value.

**A:** For me, it's also about changing behaviour and getting consumer engagement right. At SAI Platform, we need to be focused on progress that leads to perfection using the right science rather than developing perfection and slowing progress.

**JK:** We do need to convince people that our approach is going to be effective. This means telling our story better. For example, that FSA 3.0 implemented in the right way, with a data-driven approach, impact-driven programmes and more direct coaching – not just certification – will help farmers realise that if they change certain things, they'll see real outcome changes. We haven't been able to deliver the proof yet.

**A:** As we're trying to fix that, there are also new, diverse things we also have to consider. The ask gets continually more complex.

**B: Is there room for optimism with regard to climate change?**



**JK:** What's desperately needed is a much better alignment between the food and drink industry, supply chains, farmers and policymakers. The good news is it's beginning to happen. For example, there's an interesting development within the cocoa space. A group of companies and organisations are calling on the governments of Ghana and the Ivory Coast to eradicate slave labour, offer a living wage, stop deforestation and so on. They're also asking the EU to give policy and financial support. The point is that individual initiatives from producers and chocolate makers aren't enough. If we really want reform, we have to think about the policy incentives that will make that possible. But we also need to acknowledge that trying to effect change through multilateral platforms is extremely difficult. It's also vital to start from the same regenerative perspective. Otherwise we're just recreating the same problem all over the world.

**A:** We should be optimistic but it's hard. It's difficult to point at instances of governments and policy being and staying aligned. The Paris Declaration is the best example but we're seeing lots of dilution. With the best will in the world, everyone missed the Aichi Targets on biodiversity this year and most businesses are going to miss the deforestation commitment targets.

I do feel that governments aren't prioritising yet. But organisations and businesses are seeing the need to collaborate more closely – as with Jan Kees' cocoa example. However, I don't think we're doing enough to achieve the speed of change that's needed.

**JK:** To me the deforestation target that was agreed in the context of the Consumer Goods Forum is a case in point. You can commit all you want as a company. But if the government of the country where the forests are being cut down doesn't enforce policy, deforestation will simply continue in supply chains that don't supply companies committed to stopping deforestation.

**A:** It's also very important to remember that, when lack of consistent governance is referenced, people automatically start talking about developing countries. We also need to look at our own governments and say are you being the government you need to be?

**B: We mentioned demonstration of outcome. How can SAI Platform lead the way, specifically with regard to metrics? How are we helping the relationship between the farmers and our members in the food and drink industry?**

**JK:** One model has been developed by the Dairy Working Group and the Sustainable Dairy Partnership. Here the approach starts off from a risk assessment exercise and a prioritisation of risks. On the basis of that, we look at the available good practices and choose where to focus attention. Once that's done, there needs to be an element of measurement of impact. Then we start an improvement programme and measure and report on the progress we make. With FSA 3.0, where the need for change is highest, we'll move in a similar direction.

**A:** Fundamentally, we're a practice- and principles-based organisation. We're developing and sharing what is best practice to help people go from A to B with a continuous improvement approach. The tools we offer, like FSA, are here to help people make good choices. There will be a set of metrics and data that comes out of making those choices but I'm going to guess that Jan Kees and I will disagree on data. Data doesn't drive my decisions.

**B: Is data going to change behaviour?**

**A:** Data is important but it's not the answer. Data is facts, which can sometimes contradict each other, and which don't necessarily tell the whole story. Our job is to decide what is the smallest amount of the right data we can track and manage. We're also not here to create tools that duplicate anything but rather integrate, unite and drive sustainable agriculture forwards. Ultimately, we're helping to deliver great decisions based on knowledge and wisdom, supported by data.

**JK:** I don't disagree with most of what you said, Adrian. I don't think SAI Platform needs to focus on data.

**A:** I think it starts with the farmer saying: 'These tools help me, use them to help you make good choices.'

**B: What is it about sustainable agriculture that has kept you dedicated, passionate and motivated?**

**A:** For me, it's the practicality of action. Helping farmers is a good example. We all need simple, practical tools to move forward and SAI Platform can help make complex things simple for them. This creates spaces where we can enable change.

**JK:** For me, relevance and responsibility. As human beings, we're wired to look after each other and our planet. The sustainability agenda is the opportunity for business to do the same. Working for Unilever, I have a CEO who says the same thing: What's the point of making a profit if the planet is dying? My roles at SAI Platform and Unilever give me the opportunity to make sure that the food and drink industry considers how we can take care of the people who work in our supply chains and the natural resources that our business ultimately depends on.

**B: What are your aspirations?**

**A:** A thriving and resilient agriculture sector, summarised as a fair reward for farmers and throughout the supply chain and recognition of all the positive things people are delivering across sustainability. But we won't get there unless we support the change.

**JK:** I'm excited because there are a lot of new technologies available that we're not using to the fullest extent. When we look at the question of how we introduce millions of farmers to concepts and new practices etc, we should consider how we use social media at scale combined with smartphones, the incredible change 5G will bring, more satellites in space and more remote sensing opportunities. I think we need more technological acumen in SAI Platform.

**“**There is a change coming. Younger generations seem more committed to supporting the right change, but we need to see changes in behaviour as well as attitude.**”**

**A:** Some of our challenges are going to be around more technological acumen, sure. But we have to acquire this at a sensible pace and with the funding that's available.

**B: How do you see the immediate future? Are you already looking beyond 2025 or taking each day at a time?**

**A:** I'm really positive. I think we've defined an excellent vision and have a set of milestones and strategies. Jan Kees and my roles are to look ahead and we do that. We naturally have to grow in the right way, at the right pace, with the right support. This is happening. We're seeing the tools and solutions coming through. We're delivering the value propositions our members are asking for. I'm very pleased to see SAI Platform in North America is up and running now. The only thing we can be sure of is the request for more speed, more scale and more complexity.

**JK:** I think SAI Platform is uniquely placed as an organisation to really play a very big role in the massive transition we need to help people eat healthier diets that are within planetary boundaries.

# New members 2019

As an industry-renowned community of knowledge sharing and best practices SAI Platform continued to evolve, expand and develop over 2019.

Our membership growth is a significant indicator of this progress as we welcomed 18 new members bringing the total to 115 member companies and organisations active in SAI Platform.



The **Almond Board of California** (ABC) is a non-profit organisation that administers a grower-enacted Federal Marketing Order under the supervision of the U.S. Department of Agriculture. The Board is responsible for establishing policy, reviewing programme results and effectiveness and recommending budgets and programmes to the Secretary of Agriculture for approval. It is funded by an annual assessment on the marketable kernel weight of almonds.

ABC works with 6,800 growers and 100 packers; with an annual budget of approximately \$80 million.

California almond growers are committed to evolving their practices and continuously improving their approach to almond cultivation. The California Almond Sustainability Program (CASP) is built upon a research programme that was founded in 1973, providing growers with practical information benefiting their overall operations.



**Carbery Food Ingredients** is a leading global manufacturer of specialty and nutritional dairy ingredients as well as flavours and cheeses.

Carbery is headquartered in Cork, Ireland with production, R&D and marketing capabilities in Europe, USA and Asia. With 8 facilities and almost 700 employees worldwide, Carbery is active in more than 50 markets.

In Carbery, each division is implementing sustainability plans which set out initiatives and specific targets in key areas.



**DuPont Nutrition & Biosciences** is a specialty food ingredients company. Through the combination of in-depth knowledge of food and nutrition along with current research and expert science, DuPont Nutrition & Biosciences delivers value to the food, beverage, pharmaceutical and dietary supplement industries.

Sustainability is central to the work of DuPont Nutrition & Biosciences. Their 2020 sustainability strategy features three main pillars: sustainable sourcing, sustainable operations and sustainable solutions.



**EDEKA** is one of the leading food retailers in Germany with about 11.300 supermarkets, including those of its subsidiary Netto Marken-Discount. As a cooperative, the group is owned by supermarket owners across Germany.

EDEKA has a long track record of working in partnership with the World-Wide Fund For Nature (WWF) to make its supply chains more sustainable. This partnership aims to identify environmental and social risks, so that appropriate measures can be taken to address them. EDEKA joins SAI Platform in support of its efforts to improve the sustainability of agricultural production in a durable and systematic way.

“The goal of EDEKA is to identify the environmental and social procurement risks of agricultural commodities and to deduce what can be done to reduce or eliminate these risks. In the future, we will be able to use the existing knowledge and worldwide network of SAI Platform.”

**ROLF LANGE**, HEAD OF CORPORATE COMMUNICATIONS, EDEKA G

“By joining SAI Platform, we join forces with other fellow members to reach common goals under our Sourcing for Shared Value programme. The FSA Web App and Spotlight programmes will help us reach more direct and indirect suppliers, improve the way we gather information and identify projects in the field.”

**WILLEM MUTSAERTS**, HEAD OF GLOBAL PROCUREMENT AND SUSTAINABILITY, GIVAUDAN



**Givaudan** is a global leader in the creation of flavours and fragrances. In close collaboration with food, beverage, consumer product and fragrance partners, Givaudan develops tastes and scents that delight consumers the world over. The Company achieved sales of CHF 5.5 billion in 2018.

Givaudan's work on sustainability is extensive. Through A Sense of Tomorrow, its approach to sustainability, the Company is committed to playing its part in ensuring a sustainable future and aligning business performance with the expectations of stakeholders and society.

“Griffith Foods is committed to sustainability and we see SAI Platform helping us to achieve our sustainability goals. We are excited to exchange our knowledge with other members through our experience in farm level programmes in India, Albania, and Vietnam.”

**GREG METSCHKE**, VP PURCHASING, GRIFFITH FOODS



**Griffith Foods** is a family-owned global product development partner, specialising in food ingredients. Founded in 1919 and now with an active presence in over 30 countries, Griffith Foods' product development expertise is built on the power of Creating Better Together™.

Griffith Foods' triple-bottom-line sustainability platform, built on People, Planet and Performance, serves as a lens and a filter for all company activities. Initiatives include: sustainable sourcing of key ingredients in the Americas, Europe and Asia; efforts to feed local communities; growth and development programmes for employees; and a product portfolio evolution to provide end-consumers with healthy and nutritious options.



**Hilton Food Group plc** is a leading specialist meat-packing business supplying major international food retailers, Tesco, Ahold, Albert Heijn, ICA, Rimi and Coop Danmark from state-of-the-art facilities located in the UK, Ireland, the Netherlands, Sweden, Poland and Denmark. In 2013 they announced a joint venture with Woolworths in Australia to operate their meat processing factory in Western Australia and to construct a new meat processing factory in Victoria.

Hilton's business model is to source its primal meat from a local and global base of quality suppliers, which is then processed and packed in large scale, modern, central meat-packing plants for onward distribution by third party hauliers.



The **Innovation Center for U.S. Dairy** is a precompetitive forum founded by dairy farmers in 2008 that brings together leaders and experts from across the dairy community to align on category-wide priorities and best practices, advance a shared social responsibility platform and communicate U.S. dairy's story.



**McCormick** is a global leader in flavours that manufactures, markets and distributes spices, seasoning mixes, condiments and other flavourful products to the food industry worldwide.

McCormick sources over 14,000 raw material flavour ingredients from more than 80 countries worldwide. With nearly 12,000 employees and facilities in 27 countries, McCormick sells over 16,000 products annually in 150 countries across the globe. In 2017, the company's net sales totalled \$5.4 billion.



**MCI Miritz**

**MCI Miritz** is one of the world's leading suppliers of natural citrus products to the flavour and fragrance industry.

Headquartered in Germany, Miritz's key sourcing regions are Brazil, Florida, Mexico and South Africa for oranges, and Italy and Argentina for lemons. Other ingredients include mandarin, grapefruit, bergamot and apple.

## Prodalim Group

Juice Specialists

**Prodalim** is a global company providing various products and solutions to the juices and beverages industry, from juice concentrate, NFC Puree and others, to services such as sourcing, blending, product development, compounds and more.

Key commodities include orange, pineapple, passion fruit, apple, mango and grapefruit.

For more than 30 years they have provided optimised solutions to bottling companies around the world in terms of product quality, efficiency, personal service and costs and offer 360° services to over 300 satisfied customers around the world,

The company mission is to innovate and improve the juice and fruit ingredients supply chain, by unlocking hidden values and developing sustainable, vertically integrated solutions.



**PureCircle Trading Sdn Bhd** is the world's largest supplier of high purity stevia extracts and leading innovator in agriculture-based stevia ingredients. The company is based in Malaysia and the United States, with key sourcing regions in China, East Africa, United States, Paraguay, Mexico, and India.

PureCircle is engaged in sustainability activities at its extraction facility in China and at the refining operation in Malaysia; in research-based nursery facilities in China; in commercial-scale nurseries in Paraguay and Kenya; at Stevia trial sites in Mexico and India; and with their exclusively-contracted farmers in China, Zambia, Rwanda, US; and with the complete traceability of its supply chain.



HEALTH • HYGIENE • HOME

**Reckitt Benckiser (RB) Group** is a British multi-national consumer goods company headquartered in Slough, England. Reckitt Benckiser has approximately 40k employees and operations in over 60 countries worldwide. In June 2017, RB acquired Mead Johnson Nutrition (MJN), a global leader in infant and children's nutrition present in over 50 markets worldwide with more than 70 products that include Enfamil infant formula. With the acquisition of MJN, RB has become one of the key players in the breast-milk substitutes industry.

RB has committed to be at the forefront of partnerships with stakeholders to meet the UN Sustainable Development Goals (SDGs) and to work across industry, government and civil society to promote engagement, transparency and continuous improvement.



**ROQUETTE**

*Offering the best of nature™*

**Roquette** is a global leader in plant-based ingredients and a pioneer of new vegetal proteins for Food, Nutrition and Health markets. All agricultural raw materials such as maize, wheat, starch potatoes and peas, are key for the Roquette Group and its activities. Currently operating in over 100 countries, Roquette has a turnover of around 3.5 billion euros and employs 8,600 people worldwide.

Focusing on continuous progress with a strong commitment to sustainability, Roquette is a member of UN Global Compact and has been publishing an annual Activity and Sustainable Development report since 2008.



Since 1971, **Starbucks Coffee Company** has been committed to ethically sourcing and roasting high-quality arabica coffee. Today, with more than 30,000 stores around the globe, Starbucks is the premier roaster and retailer of specialty coffee in the world.

Through our unwavering commitment to excellence and our guiding principles, we bring the unique Starbucks Experience to life for every customer through every cup.

“Joining SAI Platform will allow Starbucks's ambition to define and source sustainable fluid dairy products by using the Sustainable Dairy Partnership. We believe in the importance of delivering positive impact in the communities we operate in, caring for our planet and sourcing ethically.”

**JAMIE THORN**, SENIOR MANAGER  
ETHICAL SOURCING, STARBUCKS



**T.B. Fruit**

**T.B. Fruit** is a vertically integrated Group of Companies with a closed production cycle (raw material growing, processing and transportation), based in the Ukraine.

The Group includes its own orchards and fields (apple, cherry, raspberry, carrot, red beet etc.), 7 plants for processing fruits and vegetables in the Ukraine, Poland, Moldova as well as transportation and engineering businesses.

Today T.B. Fruit is a world market leader in the production of juice concentrates and one of the largest fruits and berry processing companies.



**Viking Malt Group** is one of the leading maltsters in the Baltic Rim with 6 malting houses located in Finland, Sweden, Lithuania, Denmark and Poland. They provide value-added cereal products to the brewing and distilling industry worldwide. They offer malt for brewing and craft brewing, special malts for craft beers and whisky distilling.

Viking Malt has a wide portfolio of smoked malts and organic malts. They also produce malt flours and malt extracts for various food applications.

To ensure sustainable procurement with respect to ethical, social and environmental issues, they have instated a Supplier Code of Conduct that summarises the requirements to which the Group is committed and to which they require suppliers to commit in order to conduct business with them.



**VOG PRODUCTS** is a fruit processing company operating in the business-to-business sector. VOG PRODUCTS was founded in 1967 by cooperative farmers and is currently owned by a second level cooperative. It is located in the fruit growing region in the north of Italy (Trentino – South Tyrol).

VOG PRODUCTS transforms local Italian raw materials, mainly apples but also other fruits like pears, peaches, kiwi and apricots, into semi-finished products.

VOG PRODUCTS' owners are 18 cooperatives and 4 producer organisations from around the entire South Tyrol-Trentino region, with more than 13,500 fruit growing farmers as members. The farmers grow fruit on a cultivated area of approximately 28,000 hectares.





# Full members As on December 31<sup>st</sup> 2019

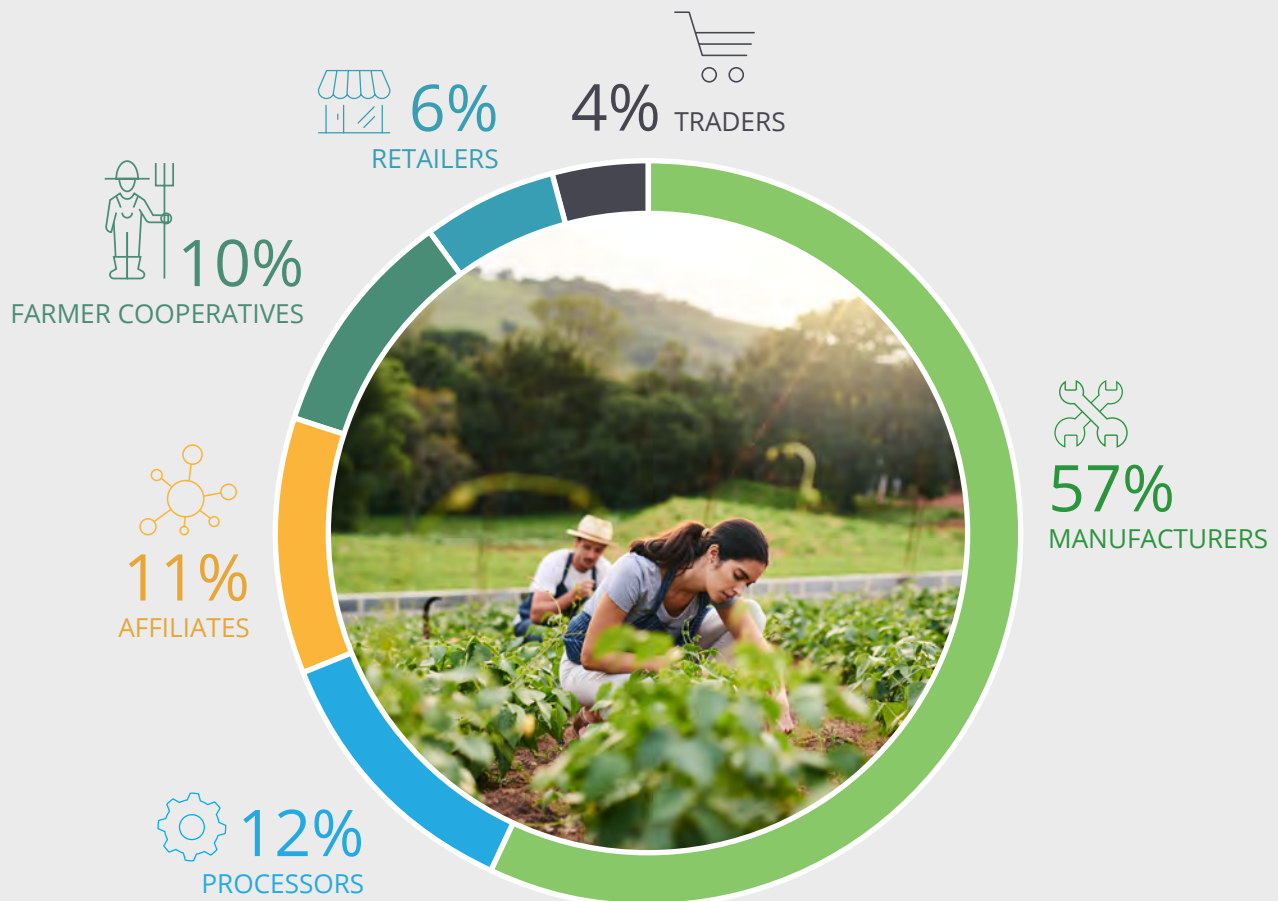


# Affiliate members As on December 31<sup>st</sup> 2019



## SAI Platform members across the food and beverage industry

As on December 31<sup>st</sup> 2019





The Crops Working Group was formed in 2018 when SAI Platform's Fruit and Nut and Arable and Vegetable Working Groups merged. In 2019, building on this foundation, the working group further refined its strategy and focus. Guided by our four new value areas, we started to actively initiate a wide range of member-led projects, to achieve results on the ground and drive best practices in sustainability.

## Value-driven, focused activities

“We made great progress on defining a path for assessing sustainability of wild-harvested materials – really looking forward to trialling in 2020.”

**VANESSA KING**, SUSTAINABLE SOURCING ASSURANCE MANAGER, UNILEVER S.A.

For the Crops Working Group, 2019 was the year of member-led projects. We based our choice of projects on strategic prioritisation and worked with an improved version of Spotlight, the innovative online tool that uniquely connects users with common interests.

Our focus on projects meant we were able to consider more crops and issues than ever before, reach different global regions and have more impact. It also meant us working in exciting ways with new stakeholders.

“SAI Platform plays a key-role in the verification process of wild harvest crops. It’s great to see the alignment of the project members, representing various positions in the supply chain. Looking forward to the pilot phase!”

**INGE VAN DISSELDORP**, SUSTAINABILITY MANAGER, SVZ

Today, our members’ mood of dynamism and engagement coupled with a shared vision and purpose is helping to raise SAI Platform’s profile globally.

### Our four new value areas

The four new value areas we put in place in 2019 guide us in every decision we make as a Working Group. They cover:

**Positive Farming** – helping farming become more of a solution to climatic and social challenges.

## At a glance

**90** members

**8** new members in 2019

**4** new value areas:  
 – Positive Farming,  
 – Knowledge Building,  
 – Creating Shared Value and  
 – Developing Partnerships

A dynamic programme of strategy sessions, field trips and webinars

**7** active projects in 2019

**7** new projects initiated for 2020



### Crops Working Group Members (as of 31<sup>st</sup> December 2019)

AB Sugar – ACOR – ADM WILD Netherlands B.V. – Agrana – Agrarfrost – Agrifirm – Agroalimentare Sud – AgroTerra – Ahold Delhaize – AIJN – Algoma Orchards – Almond Board of California – Andriani Spa – Barilla – Barry Callebaut – Bioss Rohstoffe GmbH – Boortmalt – Bunge – C. Thywissen – Cargill – CIO - Consorzio Interregionale Ortofrutticoli – Citrusuco – Coca-Cola Company – Cooperativa Agrária Agroindustrial – Royal Cosun – Crop’s – Sugar Factory “Crvenka” AD – Danone – Diageo – Dohler – DuPont Nutrition & Biosciences – Ebro Foods SA – EDEKA – Farm Frites – Ferrero – Firmenich – Givaudan – Grain Farmers of Ontario – graze – Griffith Foods – Grünewald Fruchtsaft GmbH – Heineken – Holland Malt – Ingredient – innocent drinks – Intersnack – John I. Haas – KALL Ingredients Ltd – Kalsec – Kellogg – Kerry Group – Lamb Weston – Louis Dreyfus Company – Marks & Spencer – Mars Incorporated – McCain – McCormick Global Ingredients Limited – McDonald’s – Migros – Miritz – Mizkan – Muntons – Netafim – Nomad Foods Europe – Nordzucker – Orkla ASA – PepsiCo – Prodalim – PureCircle – Red Tractor – Riso Gallo – Roquette – S.S. Steiner, Inc. – S.P. S.p.A. – Sucden Russia – Sudzucker – Surexport – SVZ – Symrise – T.B. Fruit – Tereos – Tesco – Unilever – Viking Malt OY – VIRE SOL Ltd – VOG PRODUCTS – Wernsing Feinkost – Western Sugar Cooperative – Yakima Chief Hops



“The Pakistan project is an exciting first-ever opportunity for SAI Platform members to work together with the international donor community to develop an impact programme that supports farmer livelihoods in Pakistan. There is also tremendous potential to lift-and-shift this approach to other countries.”

**ROB MEYERS**, SENIOR SUSTAINABLE AG DIRECTOR, PEPSICO

**Knowledge Building** – generating knowledge throughout the value chain.

**Creating Shared Value** – focusing on the farmer and value chain optimisation.

**Developing Partnerships** – building long-term relationships with experts outside the Crops Working Group.

Our value areas will enable us to have even more impact in 2020.

### Looking ahead to 2020

2020 is shaping up to be an ambitious year. The Crops Working Group will work to successfully close several projects, ensuring key learning take-aways and practices are shared with the membership and wider stakeholder community. It will also be supporting many projects ongoing and newly initiated.

But we recognise that, in 2020, our ambitions must be matched by funding. This is why, in 2019, we developed an external funding approach to projects which, we are confident, will result in increased scale and greater impact while leveraging members’ financial investment.

Partnerships will also play a key role. We increased our engagement with key stakeholders throughout 2019 and will continue to build on these relationships in 2020.

“Regenerative agriculture is the fastest growing, most impactful paradigm in agriculture. SAI Platform is well positioned to support the farming community in our member supply chains to achieve our shared goals of economically vibrant farming communities where farmers develop solutions to challenges including climate change, water quality, and biodiversity conservation.”

**KEVIN OGORZALEK**, MANAGER,  
SUSTAINABILITY SOURCING – AMERICAS,  
BARRY CALLEBAUT

## Projects overview

STATUS	NAME	LOCATION	CROP	DESCRIPTION
CLOSING 2019/2020	SAIRISI: Sustainable Italian Rice	Italy	Rice	Creating best management practices
	FSA Accelerator: Russia	Russia	Sugar beet	Developing FSA champions with sugar beet producers
	Doñana Berry Sustainability	Spain	Berries	Improving water use efficiency
	Reference Development: Wild Harvest	Global	Wild harvested plants	Developing an industry aligned reference
ONGOING	Landscape Approach: Harvesting the Future	Turkey	Various	Focusing on workers' rights, we partnered with a new organisation to expand the initiative
	Business Case: Water Management in Almonds	USA	Almonds	Initiated irrigation return-on-investment project
	Landscape Approach: Engaging Farmers on Continuous Improvement	USA and Canada	Field/arable	Created a foundation for this crop rotation project
NEW FOR 2020	Gap Analysis: Partnership Development	Pakistan	Various	Understanding the challenges and opportunities for SAI Platform members and farmers
	Harmonizing Solutions: Regenerative Agriculture	USA and Canada	Various	Decreasing agricultural carbon footprint, improving carbon sequestration
	FSA Accelerator: Turkey	Turkey	Sugar beet	Implementing FSA in sugar beet, aligning buyers and decreasing burden on supply chains
	Reference Trials: Wild Harvest	Global	Wild harvested plants	Testing and refining the industry aligned reference
	Landscape Approach: Improving Water Management	UK	Various	Enhancing farm engagement and water protection
	Showcasing Sustainable Solutions in Agriculture	Global	Various	Showcasing projects that have resulted in positive outcomes for communities and the environment
	Gap Analysis: Partnership Development	Brazil	Dairy & coffee	Transformational change for food production, biodiversity conservation and water supply
SCOPING	FSA WITH BACKYARD GROWERS	Poland		
	SOIL HEALTH	TBD		
	AGRI-PLASTICS	TBD		

## An interview with Emmanuelle Hopkinson, Co-Chair of the 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. We spoke to her about her year as Co-Chair.**

### **What were the highlights of 2019 for you?**

We've really worked to refine our strategy. Being together face-to-face at the Crops Annual Strategy Workshop in Amsterdam in September was when a lot of the meaningful developments happened. It was a brilliant opportunity to say, 'How do we really want "change" to look?' One result was our new Value Areas.

### **What do these add up to?**

There's been a lot of great work in project creation as a result of Spotlight but we needed to think about how we deliver change: what are the outcomes we want to see, what are the benefits, what is the impact for the long-term and who are we trying to help? This is right up and down the value chain. The Value Areas really drive the narrative of farming as a positive solution to climate change.

### **Can you describe your working relationship with Brian?**

Brian and I bring slightly different perspectives and opinions. Given the size of the Crops Working Group and breadth of activity, including so many projects being greenlighted, it's been really important to have four hands helping rather than two. Also, with the new Value Areas and improved ways of working with the Executive Committee - another good moment for this year - it's important to be closely aligned, particularly around reviewing our budget.

### **Climate change was one of the burning topics this year. How do members feel about this?**

In the face of challenges like climate change and others, including human rights, we feel that the role of SAI Platform is extremely important. The membership base represents a significant part of the food and drink industry. It's growing steadily and continues to grow. SAI Platform is also in an excellent position to enable scale and system change.

### **What was the most fun for you this year?**

It was the dinner after the Strategy Workshop in Amsterdam! Although the outcome was great, we'd had a long, exhausting day, effectively unpacking a lot of our strategy and rebuilding it. It was special to have dinner together, really enjoy each other's company and feel quite privileged to be in a community of such passionate, knowledgeable, experienced people ultimately aiming towards the same goal. This is also about how very, very well SAI Platform has done to cultivate a safe space for businesses to come together and exchange knowledge and build trust between different organisations.

### **This is the year of projects for Crops. How about 2020?**

We have a number of new projects for 2020 that we're scoping. That's testimony to there being lots of activity and a willingness to collaborate. While collaboration on sustainability is becoming much more mainstream and common in organisations, it's still not easy. The fact that there are new projects coming out every year is very encouraging.

**Thank you, Emmanuelle. Good luck!**





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

**Brian Nash is Vice President 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. We spoke to Brian about his role as Co-Chair of the Crops Working Group.**



### How has this year been for you?

I'm excited about tools like Spotlight that enable us to share data and is now in place for over a year. The Crops Working Group has grown to 90 of SAI Platform's 115 members, which is great. We're also seeing more retailers join the conversation.

### How about the challenges?

Spotlight gave us more demand than we could handle regarding projects for 2020. We need to make sure that everyone's included, and also find ways for members to feel engaged and that they're getting value out of being in the group even if their project isn't chosen. It's important for us that new members who aren't as familiar with Spotlight as they'd like to be, know exactly how it can work for them.

### But that's an excellent challenge to have. It shows a huge amount of enthusiasm.

You're absolutely right, it's a fantastic problem to have. It's way better than having \$100,000 of funding and only \$10K of projects. People are seeing the Crops Working Group as providing real value and there's lots of interest and engagement which is great.

### How has this enthusiasm impacted on the Value Areas that have been introduced?

The Value Areas are really intriguing. By having defined areas of focus – Positive Farming, Knowledge Build, Shared Value Creation, and Partnership Development – we are able to make sure these values are included in our strategy and the selection of projects. Making sure they're aligned with SAI Platform's mission was critical. But they're in line with UN Sustainable Development Goals too and that's exciting.

I think those Value Areas are going to give us a common language that helps us connect and execute our work better. They'll also connect us with likeminded organisations outside SAI Platform like NGOs, which could then help us to find support for projects that didn't make it through the green lighting process.

### 2019 was the year climate change got real. What's the mood among your members regarding what needs to be done?

Our members are all the people who've been championing change for a while. Now they're seeing the rest of the world and the conversation finally catch up. I know that's true for my company. My CEO came to me a few months ago and said 'Hey, I'm starting to see that climate change needs to be a CEO issue not a sustainability one.' Our members are the people who are expected to own this. It's also sparking the realisation that we need to enhance what we're offering.

For example, the idea of having a metrics module tacked on to the FSA is great. Some of my customers are SAI Platform members that sell to the businesses driving a lot of this – and are increasingly expected to report back on what CO2, water use and pesticide reductions are actually delivering. If we have the data to show that SAI Platform is driving real, meaningful farm improvements that are making a difference on climate change it would be a great story.

### What was the most fun for you this year?

I really enjoy it when we get together for conferences and go on field trips. It's a great opportunity to go and look at farms and have an actual conversation with a farmer. During those 30 to 90 minutes

in the bus between field visits, members contribute a lot of great ideas and there's plenty of information sharing. Sometimes it feels like we're just lone voices in our companies so it's reinvigorating to have that downtime with likeminded people. It renews your spirit and recharges the batteries.

### Hopes for 2020?

I hope that we continue to find new ways to show the value of SAI Platform, particularly for crops. I'd like us to continue the level of transparency and dialogue we have. I'm really excited about all the areas where good ideas are starting to meet best practices. The work's getting better and better and as well as more collaborative and that's great.

### Thank you, Brian. Good luck!

# Spotlight fulfils its promise of value in 2019

In 2019, Spotlight fulfilled its promise to add value for all SAI Platform members from every sector, commodity focus area and geographic region. By the end of 2019, 243 opportunities for collaboration had been captured in the tool.

For the Crops Working Group in particular, Spotlight proved invaluable. It played an enormous role in the development of the projects that defined the Working Group's activities throughout 2019. Nearly every discussion as to the feasibility of a project began by analysing member input from Spotlight.

Looking outside SAI Platform, Spotlight expanded in 2019 to enable collaborating partners to subscribe to a "Spotlite" version of the tool.

## At a glance

Spotlight is an innovative online tool unique in sustainable agriculture.

Available to SAI Platform members with limited access to strategic partners, Spotlight instigates collaboration and synergy in sustainable agriculture across global supply chains.

It enables users with common interests – for instance, in specific crops and geographies - to find each other: catalysing projects and 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 precompetitive collaboration, empowering members to put sustainable practices in place that are locally relevant and globally significant.

“Ingredion has found Spotlight to be extremely valuable in connecting us with other SAI Platform members to identify common areas of focus in specific geographies. Making these connections is very helpful not only in launching collaborative projects like EFS and Pakistan, but also in simply having a contact person to speak with on particular sustainable agriculture challenges.”

**BRIAN NASH**, VICE PRESIDENT OF SUSTAINABILITY, INGREDION

## How Spotlight works



### **INPUT** your interests:

commodity-specific, regionally important or issues-based.



**EXPLORE** common and shared interests, concerns, and connect to find solutions.



**BUILD** synergy and innovation across global supply chains, learning and growing together.

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





## The year of the Sustainable Dairy Partnership

“The Sustainable Dairy Partnership presents a rational way to capture the systems we have in place to drive continuous improvement, based on the principles of the Dairy Sustainability Framework.”

**HANNE SØNDERGAARD**, EXECUTIVE VICE PRESIDENT & CMO MARKETING AND INNOVATION, ARLA FOODS

As planned, 2019 was the year the Sustainable Dairy Partnership (SDP) came to life.

We developed the SDP to overcome the challenge facing the dairy industry. This boiled down to the absence of an agreed approach to consistently and credibly demonstrate and communicate improvements in sustainability.

The goal of the SDP is to enable buyers to ensure that the raw materials they buy meet consumer expectations. It also overcomes the problems of farmers being subjected to submitting multiple audits and certifications that ultimately, result in inefficiency and lack of focus.

We launched the SDP at the International Dairy Federation World Dairy Summit in Istanbul in September 2019 and during the US Dairy

Sustainability alliance meeting at the US Agricultural Summit in November 2019.

Today, the SDP represents approximately 30% of total global milk volume. Its existence is a clear demonstration of the dairy industry's willingness to take on more responsibility and make further progress on sustainability.

### What is the SDP?

The SDP is the application of the Dairy Sustainability Framework in a commercial environment. It is hosted and facilitated by SAI Platform and the members of the Dairy Working Group.

The SDP covers activities up to the farm gate, including fodder but not the transportation of milk. Dairy processors are empowered to manage the sustainability performance from the farms where they source their milk.

Each company in the SDP programme uses the 11 areas of the Dairy Sustainability Framework combined with their knowledge of their business and contributions input from key stakeholders to determine their own priorities.

Once it is underway, the SDP journey progresses through commitment, prioritisation, setting goals and planning, measuring and reporting. These stages enable companies to demonstrate where they are in relation to dairy sustainability as well as the impact their work is having.

### 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 such as the SDP.

The SDP streamlines the relationship between buyers and processors, promotes alignment and strengthens existing approaches at national and company levels.

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

### Dairy Working Group Members (as of 31<sup>st</sup> December 2019)

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



“By assessing the sustainability priorities that are applicable to dairy farms and demonstrating credible continuous improvement, the SDP helps to encourage suppliers to efficiently allocate resources on current sustainability programmes.”

**YANN-GAEL RIO**, VP MILK CYCLE,  
DANONE

The goal setting and planning stage of the journey is verified by an external assessor with proven experience of external assurance systems.

A key element is a document that includes the requirements for each of the stages on the journey and verification points to align dairy processors and buyers, enabling the processor to demonstrate progress.

Through the SDP, dairy processors need to address their key sustainability priorities in addition to non-negotiable requirements defined as minimum levels relating to the prevention of deforestation, animal care and human rights as well as assurance that they comply with local legislation.

By the end of 2019, we had defined a governance model for the SDP, agreed on minimum levels and piloted the verification protocol in Europe, New Zealand and the USA, including the testing of current tools. The SDP is expected to be in full use in the first half of 2020.



**An interview with Axelle Bodoy,**  
Chair of the Dairy Working Group  
and

**Autumn Fox,**  
Chair of the Sustainable Dairy  
Partnership Steering Committee



**Axelle Bodoy is the Global Milk and Farming Sustainability Manager at Danone, one of the companies that originally founded SAI Platform. She has been Chair of the Dairy Working Group since December 2018.**

We spoke to Axelle and Autumn about their roles and how 2019 has been for them.

**Axelle, first of all, how do you work together with Autumn?**

Ours is a very close working relationship. Autumn focuses on the work we need to do to make the SDP work in practice beyond the Dairy Working Group. I'm more concerned with communicating the value of the SDP.

Over the past few years, the development of the SDP has been the main focus of the Dairy Working Group and the vast majority of our members have been actively involved through various workstreams.

Now that the SDP is growing, it requires greater management. Autumn has taken on the role of SDP Chair, which means I can focus on other topics that could interlink with the SDP and look at what we need to concentrate on in 2020 and beyond to scope out additional projects that could continue to contribute to the progress of the dairy industry.

**It's taken a few years to put the SDP together. What have you learned on the journey?**

What we've learned is that developing something like this is not a set of simple steps and you're done. It's complex, and as we go along it is important that we always stay connected to the vision of success that we developed as a dairy community. Right now, our ambition is to roll the SDP out beyond SAI Platform in Q2 of 2020.

**Was officially launching the SDP the highlight of 2019, Axelle?**

Absolutely. The entire group worked hard to reach this specific milestone. And now, companies in the dairy sector who aren't part of our Dairy Working Group are aware of what the SDP is and why it's valuable, and are interested in getting involved.

**How was the launch for you, Autumn?**

It was very positive. There is interest from both processing and procuring. The SDP is designed to address one of the key barriers to progress in the dairy industry right now, so our message makes intuitive sense when it's taken beyond SAI Platform.

**What were the challenges you faced with the launch, Axelle?**

We needed to make sure that all members' contributions were acknowledged, and that the message came across as clear and relevant to the industry. Another challenge was to make using the SDP as straightforward as possible. These pieces of work were intense, but they were fundamental for our success.

**How was the mood of members about the launch?**

Excitement would be the right word. We had some challenging discussions and had to find compromises that would be acceptable to everyone. We spent a lot of time working with the group to make sure that everybody understood every aspect of each topic. So that, when we voted, there were very few or no differences of opinion.

Because we set up clear governance within the group, where there were diverging views we were able to move beyond these to make decisions acceptable to all members and focus on the launch, which was beneficial to everyone.

**Looking at the bigger picture of what SAI Platform might be able to achieve in terms of climate change and regenerative agriculture – hot topics in 2019 - what are your thoughts, Autumn?**

Within the Dairy Working Group, climate change and especially the impact of emissions from dairy production is one of the key issues that brings all the large companies to the table.

Our shared vision in the Dairy Working Group is to shift the bell curve of performance – to see the lowest emission farms continue to lead the way and enable those with the highest emissions to improve more rapidly.

To that end, greenhouse gas emissions are one of the 11 Criteria of the Dairy Sustainability Framework, which must be prioritised and addressed as companies progress through the stages of the SDP.

Regenerative agriculture provides some of the potential solutions that processors and farmers could implement to meet their targets on climate change and other challenges. Now that we're starting to scale the SDP, I think we'll increasingly see pre-competitive opportunities to develop regenerative agriculture solutions and make them practical at farm level.



**Autumn Fox has been at Mars for the past nine years. As the Sustainable Sourcing Manager and part of the sustainable sourcing team, she partners with procurement to bring Mars’s “Sustainable in a Generation Plan” to life in the company’s supply chains. She became Chair of the Steering Committee for the Sustainable Dairy Partnership (SDP) this year.**

**Axelle?**

I agree with Autumn. Climate change and regenerative agriculture are two critical topics for the dairy sector. The good thing about SAI Platform is that everyone acknowledges that we can’t address them individually. They’re not topics for competition in terms of end-product and brand positioning.

The future of our sector is conditional on our ability to deliver on the challenge of climate change. Regenerative agriculture is very relevant to dairy. It’s one of the most critical opportunities we may have in the dairy sector to achieve a much lower greenhouse gas footprint.

**What was the most fun for you in 2019, Axelle?**

The most fun? I’d like to say the launch, but I was too nervous! Afterwards, it was fun.

Something I also really enjoyed was experiencing how the SDP steering committee could bring value to members. We have voting and decision rules in place that are really satisfactory, work for everyone and will ensure the sustainability of the SDP in the long run, when it becomes part of commercial relationships at scale.

**Autumn?**

There’s something powerful and inspiring about having people from so many companies and different parts of the globe with a shared vision in one room. The trust we’ve built up between processors and buyers is unique, I think. When we gather

in a steering committee, work stream or full Dairy Working Group meeting, you can feel the energy. It’s fun and rewarding to be a part of that.

I also enjoyed the SAI Platform General Assembly this year when Dr Temple Grandin spoke on animal welfare, which is one of the DSF Criteria addressed in the SDP. For me, this perfectly demonstrated how SAI Platform can connect us to world-renowned experts.

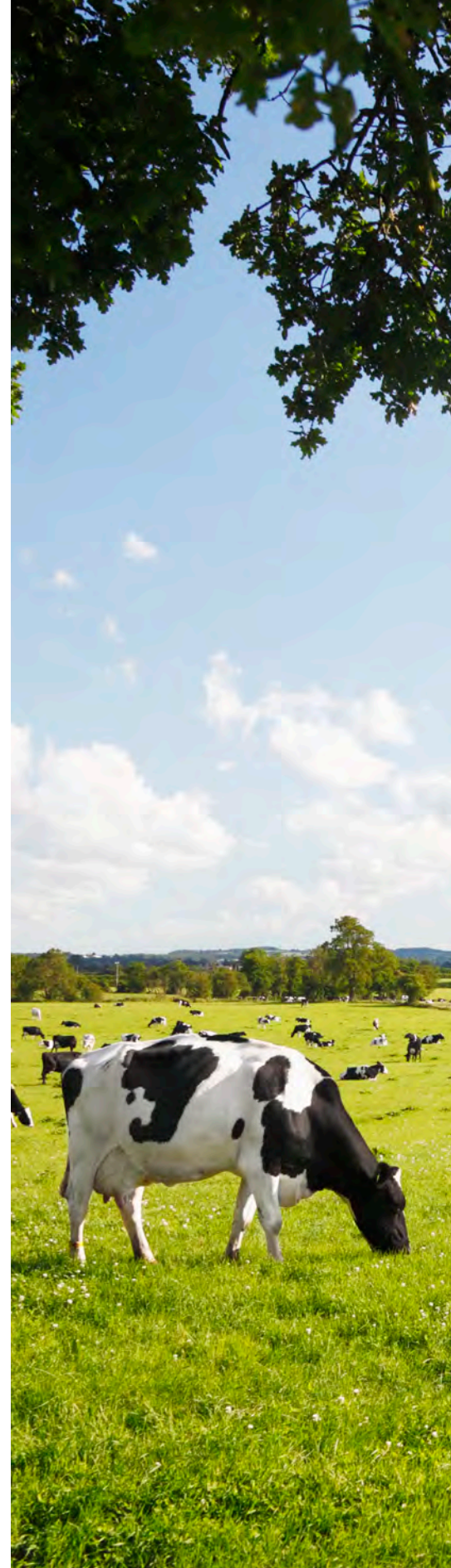
**And looking forward to 2020, Axelle?**

I’d like to see the SDP taken up by a very large number of dairy companies, processors and buyers outside of the Dairy Working Group. I’m looking forward to seeing how we can interact and cooperate within the group on animal welfare, greenhouse gas emissions, deforestation, social and human rights. We’re in the brainstorming stage right now.

**Autumn?**

Now it’s all about bringing the SDP to life in 2020 so each company can begin to implement it in their own way in their supply chain. I’m very excited about sharing the SDP in more detail with suppliers who are not part of SAI Platform and to scale it across more of the dairy industry.

**Thank you, Axelle and Autumn. Good luck!**





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.





## Progressing towards enhanced recognition of sustainability

For the ERBS, 2019 was a major step forward in our journey of continuous improvement of beef sustainability in Europe.

The goal of the ERBS is to be the leading voice of the European beef sector. We also work to address consumer concerns as to the provenance of their food, animal welfare and environmental impact.

In 2019, we defined our eight outcome targets as a European platform. To enable the different platforms based in the different countries to demonstrate their progress against these targets, we developed a Recognition Framework.

Designing and testing the Recognition Framework was a complex process. Throughout 2019, we ran pilots for platforms in the six main beef producing countries in Europe. These tested the ability of each platform to report on the eight outcome targets, their baseline and progress.

This was a significant achievement that demonstrated the level of commitment among ERBS members.

The key findings and learning points that resulted from the pilots have a wider application beyond a particular country. As a result, we were able to refine the initial version of the Recognition Framework and share our knowledge with other countries.

Ultimately, the Recognition Framework must be clear in its instructions, allow the right data to be collected at the right time, have clear targets and timelines for implementation and be flexible enough to be adapted to existing programmes, schemes and production systems.

An independent consultant assessed the pilots. At the end of 2019, some were acceptable, and it was clear

### 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.

where others needed improvement. As part of the Recognition Framework implementation protocol, independent verification will be necessary. A verification protocol will be developed throughout 2020.

#### Members of ERBS (as of 31<sup>st</sup> December 2019)

Agrifirm – Agrotterra – Ahold Delhaize – Beef+Lamb New Zealand – Bord Bia – Control Union – Corteva – Dawn Meats – Hilton Foods – Inalca – Interbev – Kepak – LMC (Livestock and Meat Commission for Northern Ireland) – Mars – McDonald’s – Moy Park – Nestlé – OSI – Quality Meat Scotland – Red Tractor – Tesco – VION Food



## Introducing the Recognition Framework

The Recognition Framework will enable different platforms in Europe to demonstrate that they have achieved or are making credible progress towards the ERBS's eight outcome targets in their country. It provides a robust structure for demonstrating beef sustainability, initially in Europe, as well as a common language to guide the conversation around the issues.



## Two ERBS members comment on the Recognition Framework

**We asked Estelle Rabourdin, Quality & Environment Director for Food Services Europe at Moy Park Continental Europe and Clara Maffei of INALCA S.p.A. for their perspective on work done by ERBS on the Recognition Framework in 2019.**

### How has the work benefited the beef industry?

**Estelle:** The ERBS Technical team has done a huge job collecting data and analysing the situation in each of the countries involved. This has enabled a better understanding of where the beef industry stands and the route to reach the targets.

**Clara:** It is early days for the Recognition Framework to have an impact on the beef industry as the project has just begun. Nevertheless, our customer McDonald's, who is directly involved in the project, has already seen benefits.

### What about specific benefits for your company?

**Clara:** We now have a common guide to follow along with the experiences of other ERBS members as an example of

best practice. Our national system on sustainability in beef farms is quite new so the possibility to share information and learn from other countries is invaluable for us to progress.

**Estelle:** We've been involved in the French platform for three years. Collecting the data was a great opportunity to continue this work and have contact with experts on the different issues identified.

### What impact do you think this year's work on the Recognition Framework will have on the beef industry and your company in 2020?

**Estelle:** The next steps are linked to activating action plans and follow up. There is also the challenge of getting the entire supply chain involved.

### 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.

**Clara:** Our project for 2020 is to reach the second stage of recognition, which means setting specific working plans for each target. This will enable us and the Italian platform to reach the level of other countries involved in the project.

#### **How do you feel about your involvement with the ERBS in general?**

**Clara:** The ERBS is the best way for us to understand the correct way to address beef sustainability. It's also a great opportunity to be in contact with other country platforms and people involved with the issue. We hope that during 2020 the ERBS platform will communicate what the group has done and our future goals to the entire beef industry.

**Estelle:** I like the idea of having a common European approach to support the future of the beef supply chain. It takes time to convince all stakeholders, but I hope we'll see the benefits of our teamwork in the coming years.

### **The journey to recognition**

After a company has been accepted as a participating member of the ERBS, there are three stages to the Recognition Framework process:

- Development of a materiality assessment, baselines and workplans.
- Applying workplans with annual reporting of progress towards the target outcome.
- Completion of all baselines, annual reporting of the target outcomes, and a materiality assessment review.

## **An interview with Sarah Haire Chair, ERBS Working Group**

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



#### **What were the highlights of 2019 for you, Sarah?**

In April 2019, we officially launched our Outcome Measures as a way of demonstrating what different members and countries within the ERBS framework are doing. We also made good progress with the development of the Recognition Framework, we tested our approach with six platforms, finalised the process and have built a solid foundation for further development and implementation in 2020.

We've grown our membership slowly but surely since the ERBS was launched in 2018. Interbev, Corteva, Hilton Foods and Control Union joined. Other people have approached us simply because of the work we're doing. This is something we're proud of as we haven't been actively recruiting.

I'm also extremely proud of the spirit of cooperation between our members. For example, Poland is one of our platforms. They're engaging with national producer associations. Similar things are happening in the UK, German and Italy. Local action on the ground is what's going to effect change.

#### **How else is awareness and knowledge-sharing generating action?**

Everyone is facing the same challenges but the way they address these is different. They're also at different stages of the journey. Also, the industry is only in the early stages of defining what sustainability means for beef so any work we're doing in raising awareness is a step forward. What's great is that we've created a space where everyone can come together, where there's a definite willingness to share best practices and knowledge among our members and this is forming part of our plans for 2020.

#### **What's your biggest takeaway from 2019?**

I'd say it's our members' understanding that the beef industry really needs to be speaking with one voice on the whole topic of beef sustainability. The ERBS doesn't address every single issue but we do have a united front on what we're trying to achieve. Knowing we have a collective voice is a great takeaway for me.

#### **What was the most fun?**

Going to Poland this year. In the interest of sustainability and time, we keep travelling to a minimum but it's always good to get around a table face-to-face. We went to Poland to see and understand farming systems different to those in other places in Europe. It was also great to have the opportunity to debate the challenges we all face at farm level.

#### **How do you feel about 2020?**

I'm very much looking forward to 2020 and continuing as Chair. We've done a lot of technical work in the past two years with the outcomes. Now we can get on with helping our members share the right kind of knowledge in a friendly way, meeting as often as we can to discuss the topics without any baggage or commercial hang-ups and encouraging exciting programmes to develop.

**Thank you, Sarah. Good luck!**



# Farm Sustainability Assessment: more countries, more crops

## What is the Farm Sustainability Assessment?

The Farm Sustainability Assessment was developed by SAI Platform members along with suppliers, farmers, and external stakeholders. Commonly known as the FSA, it is a set of tools for food and drink businesses that want to assess, improve and validate on-farm sustainability in their supply chains.

Built around a set of questions asked of farmers enabling standardised farm assessment, the FSA is applicable to all agricultural crops, in all locations, regardless of farm size and facilitates effective and efficient collaboration across the supply chain.

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

## Continued recognition and substantial take up

By the end of 2019, the FSA was being used in more countries and with more crops than ever before, with outstanding growth in the fruit and spice sector. Overall, take-up of the FSA substantially increased.

An increasing number of large food and drink industry brands are putting their trust in the FSA. In 2019, these industry leaders decided to actively communicate that they define sustainable sourcing in FSA terms. Strong messages were sent to suppliers acknowledging the use of their company's own system or that of the FSA.

Alongside the big brands, certain sector initiatives also began to use the FSA as their reference for sustainable farming.

North America's Sweetener Users Association identified the FSA as one of its preferred tools for measuring on-farm sustainability. The global Sustainable Spices Initiative announced that FSA Bronze is now their reference for sustainability and defined their targets in line with the FSA. In the EU, the Sustainable Juice Covenant set a target for 2030 that all the juice produced in Europe should be verified to FSA Bronze level or higher.

“Our cooperative is using the FSA to share our story of cranberry farming and the good that we farmers can do in our communities and for our environment. Cranberry farming is unique, and the FSA’s holistic, adaptive structure allows us to identify sustainability successes and meaningful opportunities to make an impact for our cooperative and for the world around us.”

**DANIELLE LANDREVILLE**, OCEAN SPRAY FARMER OWNER, QUEBEC, CA.

## 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)



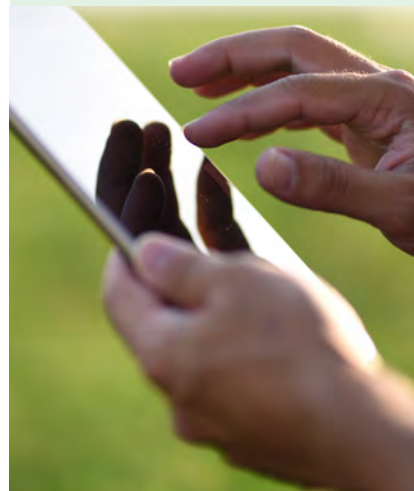
## Farm Sustainability Assessment at a glance

**97** sustainability schemes with benchmark equivalence against the FSA, available in 426 combinations.

**102,000** farmers around the world belong to FSA verified Farm Management Groups.

**25,347** hectares have been verified under GLOBALG.A.P. with the FSA add-on.

**24%** increase of member companies registered in the FSA Web App and over 1,000 unique visitors have downloaded documents.



Throughout 2019, there was also strong growth in the number of visitors to the FSA landing page of the SAI Platform website, with the number of downloads from the FSA Resource Centre indicating that the tool was being implemented. Our web app was also used more frequently.

Many farmers who began their FSA journey one or two years ago can now demonstrate how they are performing. This is borne out by the steady rise in FSA verification. Over 100,000 farmers now belong to FSA-verified farm management groups.

### Developing FSA 3.0 in 2019

By the end of 2018, it was clear that the FSA's user base wanted to see that the improvements farms were making were actually impacting on outcomes. For example, buyers wanted proof that soil quality has improved, and CO2 emissions have come down.

As a result, we decided to strengthen the tool's capacity and develop the FSA 3.0 throughout 2019. We aim for a soft launch at the end of 2020 and full roll-out in 2021.

We designed a new FSA 3.0 self-assessment questionnaire in 2019 and distributed it to users and other stakeholders worldwide for review. The feedback was excellent and helped us finalise this core component of the FSA.

The FSA is already a powerful self-assessment tool. Further improvement will contribute significantly to the benefits of driving and demonstrating continuous assessment. Alongside the questionnaire, we are in the process of adding features that will help align the FSA far more closely with the reality of how users farm or operate and help them develop a continuous improvement plan.

Features include a better understanding of what to prioritise in order to drive continuous improvement, much stronger guidance and a module to bring tangible measurements into the scope of the FSA 3.0.

Our members are playing a significant role in helping us develop the FSA 3.0. We are extremely grateful to members who dedicated staff and resources to help us develop this larger tool set. Their experience of using the FSA has given us a constant reality check on what we are developing.

### Highlights for 2019

- Early in 2019, we launched a new highly practical FSA Training Toolkit to help farm advisors and other professionals better communicate about sustainable agricultural practices to farmers.
- The fsatool.com website was replaced with a searchable, user-friendly [resource centre](#) on the SAI Platform website, including a [FAQ page](#).
- In June, SAI Platform members Barry Callebaut and Unilever launched the Field to Market/SAI Platform Equivalency Module to enable US farmers to benefit from streamlined assessment.
- We introduced new benchmarks and updated others.
- FSA training events were held in Seattle in the USA, Morara and Rome in Italy, São Paulo in Brazil, Lille in France and Beijing and Qufu in China.
- We expanded the number of approved FSA Verification Bodies to nine. It now includes AgroVet, BureauVeritas, Control Union, CSQA (new), Ecocert (new), IBD Certificações, SCS Global Services, SGS, Sustentables.
- We started charging verification body licensing fees this year to enable us to improve our offering to verification bodies and provide more support around the verification process.
- A Freshdesk ticketing system was introduced to better manage incoming support requests and a Systems User Support officer was hired to provide better service to members that use the FSA.

“The FSA tool makes it easier to assess and manage on-farm sustainability, to systematise information about the supply chain. The FSA on-line tool is convenient and offers many useful options. You can choose which information you want to share.”

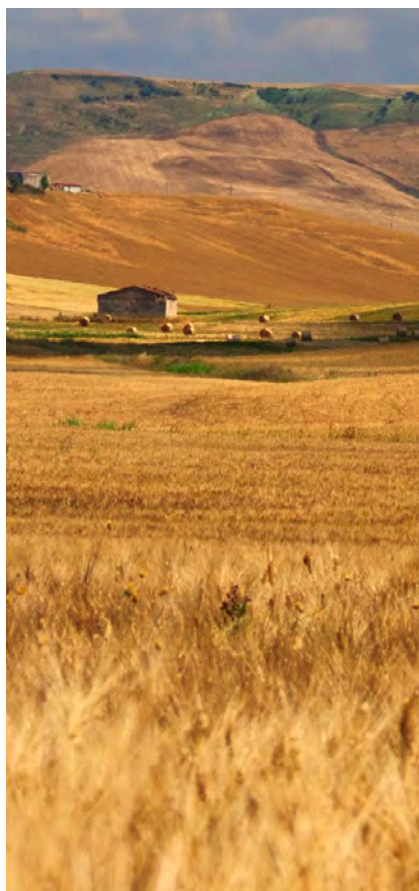
**PAVEL REPIN**, HEAD OF QUALITY,  
RUSAGRO-CENTER LLC.



## SAI Platform Australia – a unique opportunity to collaborate across continents

“SAI Platform Australia provides an opportunity for organisations to improve sustainable agriculture practices. It does this through collaboration between members, external experts and supporters. Our members are well placed to locally test sustainability innovations and implement them at scale. SAI Platform Australia provides a unique opportunity for members to communicate with, and learn from, peers across all parts of the agricultural supply chain.”

**JACK HOLDEN**, PRESIDENT, SAI PLATFORM AUSTRALIA.



### Sustainability learning and implementing good practice

Implementation of the 2017-2020 strategy and accompanying Occupational Plan continued in 2019. Over the year members benefited by coming together, sharing and improving sustainability knowledge during various events such as general meetings, forums and a field investigation. During these events members had the opportunity to give presentations to address key sustainability issues facing them and their industry. Leading experts, regulators and investors were also invited to present the latest research and developments in areas such as:

- Sustainable diets.
- Ecosystem services payments (and natural capital).
- Water in a climate constrained environment.
- Impact investing in sustainable agriculture.
- Regenerative agriculture.

The field trip to the Mulloon Creek Farms provided members with practical illustrations of resilient farming in a changing climate.

### Project updates

The major project that commenced in 2019 is on Climate Adaptation and follows on from the CSIRO case studies for members within the dairy, poultry and marine aquaculture. A new project is developing a “Ready to Adapt” tool for members which is currently under development with a leading management consultancy. Trialling the prototype commences in 2020. Given the impact of the recent bushfires season in Australia, this is a timely investment.

## SAI Platform Australia at a glance

SAI Platform Australia is a unique member-based organisation committed to supporting the development of sustainable agriculture.

Drawing strength from different corporations and sectors, SAI Platform Australia members have promoted and implemented solutions, as well as collaborated across the supply chain to drive impact.

Made up of 17 organisations that span the agriculture, food, fishing and fibre supply chain, SAI Platform Australia aims to inform and advise on the key issues that impact sustainable food and beverage production in Australia.

### Communications and engagement

2019 saw a continued effort to strengthen contact and relations with the global SAI Platform organisation. Regular teleconferences and other communications as well as participation at the 2019 SAI Platform Annual Event and General Assembly in Chicago.

Members are regularly updated and informed by newsletters, members’ and public websites as well as a social media presence.

### The direction for 2020

SAI Platform Australia is working to be more responsive, and accessible, to our members and our engagement channels are always under review.

For 2020, the Australian Chapter has an expanded series of shorter “briefing” events across Australia as well as members meetings and a field trip in spring.





## Building our presence in the Americas

In February 2019, during a Crops Working Group meeting, members and potential members ratified the need for a regional SAI Platform community to identify and capitalise on interests, priorities and collaborative opportunities in the USA and Canada.

The Americas Committee was formally instituted in October 2019. It is a response to demand from the growing number of SAI Platform members in the region. Made up of members who are located and active in the Americas and Americas-specific organisations, initially in the USA and Canada, the Committee will function like a SAI Platform Working Group.

On 6 November, the first meeting of the SAI Platform's Americas Committee took place in Chicago, hosted by Barry Callebaut. Members from across the supply chain with a strong focus on the Americas attended.

Following introductions and updates on SAI Platform initiatives and tools, the discussion quickly moved to focus on key objectives developed for 2020, as well as prioritised activities to bring these objectives to life.

### The Committee's goals

Its goals are to provide a regional flavour to SAI Platform's global activities, make sure regional needs are considered and drive specific activities locally. These goals will be achieved through regional delivery and alignment and a regional strategy for success.

Localising tools like FSA and Spotlight will be prioritised. The aim is to make them more relevant and usable for the over two million farmers in the USA and Canada, as well as for members' North American and global supply chains.

“The Americas Committee is an exciting new space for SAI Platform members to collaborate and grow our impact in a geographic region where SAI Platform has not previously driven the sustainable agriculture agenda. There is tremendous hunger to develop new opportunities that amplify agriculture's positive contributions to society, which the Americas community can help satisfy.”

**KEVIN OGORZALEK**, MANAGER,  
SUSTAINABILITY SOURCING – AMERICAS,  
BARRY CALLEBAUT.

SAI Platform's commodity-specific Working Groups will also benefit from the broadened network of the Americas Committee and their input into tools and resource development.

Initially, the USA and Canada will be the priority, but the expectation is that the Committee will develop and respond to the demands of strategic interests as they develop across North and South America.

### Looking ahead to 2020

The Committee will meet at least once a year for knowledge-sharing and strategic alignment.

In 2020, we will work to influence conversations happening in the USA including engaging with the wider retail sector, promote awareness of SAI Platform and our precompetitive model and grow strong relationships with sister organisations for mutual benefit.

## The Brazil Committee – focusing on climate action in Brazil

“The Brazil Week showed we are keen to move beyond one simple commodity discussion and leverage knowledge exchange. SAI Platform members in the region are firmly committed, which means there’s great potential to attract more members to engage in collaborative, pre-competitive work in future.”

**STENIO ZANIN**, AGRO SUSTAINABILITY MANAGER, PEPSICO

### The Brazil Committee meeting

The Brazil Committee met to agree and shape the key points of the Gap Analysis: Partnership Development (Brazil) project for SAI Platform's October 2019 Executive Committee meeting. This project is dedicated to understanding how to mitigate the impact of climate change and develop the necessary water management for key crops in Brazil to improve farmer livelihoods.

We delivered a focused workshop on SAI Platform's different work streams and systems for the Brazil context. This included networking and knowledge-sharing on sustainable agriculture challenges and

investigating opportunities and local solutions unique to Brazil.

The meeting combined a debate on climate resilient agriculture and its challenges with discussions on a practical project proposal, information exchange between Embrapa, Adapta, TNC and SAI Platform members and a joint project concept.

This project meets the challenge the Brazil Committee has set itself: to adapt the right tools to implement best practices related to climate adaption in the Mantiqueira region for small and medium scale farmers. The region is particularly at risk from water scarcity and floods.

Our objectives are to develop a gap analysis to establish why and where we should act, identify partners, local resources and potential funding sources and develop a funding proposal for the potential project in 2021.

As a result of the discussions, the project proposal evolved into a scoping study to identify the role that SAI Platform would play to best leverage existing workstreams. We also considered how to engage the sector and enable key learning points to be applied to other commodities, regions and supply chains in 2020-2021.

## The Brazil Committee at a glance

Between 24-27 September, the Brazil Committee came together to combine a meeting and field trip to Itapeva, Minas Gerais in the important sourcing region of Mantiqueira.

24 people from 8 SAI Platform companies attended – 2 Brazilian members along with multinationals and local representatives.

The Brazil Committee has raised the importance of harmonising standards on a single platform as part of the value proposition that SAI Platform can offer in Brazil.

A scoping study focusing on Mantiqueira will be initiated in 2020.

It was agreed to elect two Brazil Committee co-chairs to cover more zones and commodities. They are Stenio Zanin of PepsiCo and Corrado Meotti, Barry Callebaut. Giovana Baggio, SAI Platform Advisory council and sustainability manager at TNC, is the committee's Technical Adviser.

### The field visits

Highlights from the field visits included a trip to the Centro Internacional em Restauração da Paisagem Florestal e Serviços Ambientais, located in the Mantiqueira mountains region.

Restoration work here has been ongoing since 2005. As a result of a working legal framework being put in place, the project now enjoys the full support of landowners in the project. One of the first to join the project was Elias Alves Cardoso and it was here that we saw how vital water areas had been restored to his property.

We also visited a family run dairy farm in Carmo do Rio Claro, the Fazenda Recanto coffee farm and the progressive municipality of Extrema.



## SAI Platform in China: driven by the FSA

“This FSA training session came at the right time. Participants were very motivated to understand the use and benefits of the FSA and to learn from each other’s practices and experience.”

**ANGELA HU**, CONSULTANT – SAI PLATFORM CHINA INITIATIVE

China is key to global agricultural sustainability. In 2019, SAI Platform’s strategy in China was to expand the use of the Farm Suitability Assessment (FSA). This supports our wider ambition of supporting members and their suppliers in the country across a range of issues impacting sustainable production.

The strategy evolved out of our experience with previous membership events in the country which demonstrated that there was a clear interest in the FSA. There is nothing like the FSA in China, yet the country is under considerable pressure to demonstrate the sustainability credentials of its agricultural sector. The fact that the FSA is a practical assessment and continuous improvement tool that enables users to demonstrate clearly what they have achieved makes it also highly relevant for China.

We were also aware that certain country-specific factors needed to be overcome to enable widespread adoption. The progress of the FSA in the country will be determined by the level of buy-in from members and working with the right people on the ground.

In 2019, FSA was used for the following crops: pea pods, green soybeans, carrots, broccoli, white asparagus, bamboo shoot, garlic, bell pepper, pumpkin, and onion. All the farms verified were either FSA gold or FSA silver.

SAI Platform is confident that in 2020 the range of commodities and number of farms where FSA is used will increase further.

### Engagement and training

Following on from a member engagement event in February, we hosted a training session in Qufu, Shandong on 15 and 16 August attended by nearly 40 members and other stakeholders that included verification bodies.

Trainers, led by Angela Hu, an expert in sustainable agriculture and Chinese supply chain practices, demonstrated ways members and other stakeholders can use the FSA to better engage with suppliers and farmers.

The training led to several members and their suppliers working together to customise FSA tools and make them even more relevant to the Chinese market.

### Customising the FSA for China

This decision to expand and adapt the FSA for China was the impetus for a meeting held on 19 and 20 November.

On 19 November, a Working Group of SAI Platform members and FSA verification bodies convened in Beijing. Their aim was to customise the language and presentation of the FSA Questionnaire and provide guidance to Chinese farmers without compromising the credibility of the tool.

These guidance documents will be launched in early 2020, followed by a training session on specifics for the Chinese market.

In November, interested members also held a meeting in Chinese to discuss how they could support the FSA in China with SAI Platform as a collaborative enabling platform. Presentations were made by two companies while others spoke about challenges and key learning points related to implementing FSA.

Other companies mentioned that they are keen for suppliers to reach a minimum of FSA bronze level and shared their plans for achieving this. For example, one member would like more

## SAI Platform in 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, potatoes, peanuts, tea and soybeans.

In 2017, SAI Platform held our Annual Event in Beijing, generating local awareness and interest as China began to seriously address sustainability in its food system.

“The agri-food sector in China is starting to take sustainability seriously and is looking for tried and tested tools that can facilitate change. Hence, the interest in the FSA as there is no equivalent in the market. Establishing a presence in China is not without challenges but we are confident that the FSA is a strong entry point we can build on.”

**JANE DUNCAN**, DIRECTOR OF OPERATIONS, SAI PLATFORM

than 10,000 farmers in their China supply chain to be at bronze level in the next five years.

### Looking forward to 2020

The ultimate goal is to roll out the FSA across China in 2020. We will continue to work with Angela Hu, our Chinese Consultant, to support Chinese companies who want to learn more about adopting the FSA and implement it more widely in China.

Our objective is that the sub-group that met to expand and adapt the FSA for China will grow into a fully functioning China Committee

# Learning together and sharing globally in 2019

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

Our flagship Annual Event is a global gathering and networking opportunity that attracts stakeholders from across the food and drink industry. Field visits showcase sustainability practices on-the-ground that tackle real challenges and drive continuous improvement.

Sessions by industry leaders and sustainability pioneers from varying geographical regions and across the agricultural value chain stimulate interaction, encourage the sharing of experiences and leave participants with insights that can be directly applied in their roles.

Our members 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 show our members the reality of farming and the serious challenges farmers often face.

Year-round training events such as our unique and interactive International Executive Programme (IEP) on Sustainable Sourcing and Trade offer 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.





SAI PLATFORM  
ANNUAL EVENT

Next Generation

26-28 June 2019  
Chicago, IL, United States

#SAIPlatform 2019

## #NextGenerationFarming – SAI Platform Annual Event 2019, Chicago, USA

Between 26 and 28 June, SAI Platform's 2019 Annual Event brought together more than 175 sustainability practitioners, experts and representatives of the global food and drink industry, including SAI Platform members. We considered the key themes concerning next generation farming.

Some of these themes included animal welfare, soil health, water management, data and use of technology as well as the importance of collaboration and partnerships. Informative, honest and open discussions raised sensitive issues such as the disconnection between the farmer, consumer and policy maker and how to better support and help farmers.

The event was sponsored by Mars, Grain Farmers of Ontario, McCain and McDonald's.

“When we think about the future, we have to think about all the plausible outcomes and what decisions can be made at farm level and how in turn they can be implemented.”

ROGER THUROW, SENIOR FELLOW,  
CHICAGO GLOBAL COUNCIL ON  
GLOBAL AFFAIRS



### Five key takeaways to consider

- 1 Collaboration is key to transforming food systems.
- 2 The consumer is too far away from the farmer.
- 3 Soil is the core asset of any farm and business needs to help prevent its degradation.
- 4 Diversity in farming needs to be encouraged.
- 5 Sustainable farming means economic viability for farmers and requires passion, long-term commitment and the right support.



## The programme

Day 1 of the Annual Event started with several field visits in and around Illinois to see first-hand sustainability farming practices and innovations in use on US farms. Field visits included a Soil Health Tour, Nutrient Innovation Tour, and the opportunity to find out what feeds the cows that produce the milk for Danone's non-GMO yoghurt.

Day 2 kicked off with insightful panel discussions focused on practical solutions for more resilient farming systems. Three breakout sessions on soil health, animal welfare and water management enabled a more intimate engagement with experts and fellow attendees.

Day 3 showcased examples of collaboration and partnerships in practice and the potential they offer for the future. We addressed the important question of "who is the next generation farmer?" and brought farmers to the stage to explain the challenges they face and the need for change.

“We cannot follow the dictum of if we do what we've always done we'll get what we've always got.”

**CHRISTINE DAUGHERTY**, VICE PRESIDENT GLOBAL SUSTAINABLE AGRICULTURE & RESPONSIBLE SOURCING, PEPSICO

## INSIGHTS

Keynote speaker **Christine Daugherty**, Vice President Global Sustainable Agriculture & Responsible Sourcing, PepsiCo:

**“The next generation of farmers needs a whole new portfolio of skills.”**

These include mathematical, computer science and the Node Open Mining Portal (NOMP) tech skills used with things like bitcoins.

**Gabriele Ludwig**, Director Sustainability and Environmental Affairs, Almond Board of California:

**“Go to growers and ask them what their challenges are and work with them to find solutions.”**

Ludwig also addressed the need to convince growers that data will be used to their benefit.

**Maureen Torrey**, Torrey Farms:

**“Animal care starts from the top down.”**

Animal care is an integral part of the future for the US dairy industry. The importance of animal welfare across the livestock industry is high on the list of consumer issues. Animal welfare experts agreed that the livestock industry as a whole can contribute to enhancing animal wellbeing.

**Daniele Giovannucci**, President of COSA:

**“Technology has a function: to help us connect as humans.”**

Big data is already making improvements, albeit slowly, with the example of a digital ecosystem. But there is a massive gap between the possibility of applying technology and what is actually happening now. When a farmer sees the value, they will participate.

**Greg Downing**, Director of Sustainability, Cargill:

**“The corporate industry needs to take its share of the financial impact.”**

Farmers alone cannot be expected to pay for the cost of more sustainable practices.



# SAI Platform Learning Journeys

SAI Platform Learning Journeys offer participating members and interested non-members an on-the-ground perspective on the big issues relating to sustainable agriculture and the opportunity to share knowledge. This leads to practical takeaways that can be applied in other geographies, farming systems and supply chains.

## Demonstrating climate change in California

Our third Cross-Commodity Learning Journey took place in late October. It gave participants an up-close look at how climate warming is taking effect on the ground and the impact this is having on farmers and buyers.

Members and interested non-members visited the Californian Central Valley, from Sacramento to Fresno, and the Salinas Valley.

### Why California?

In California, the devastating reality of climate change is clearly visible.

Between 2011 – 2016, the state experienced its worst drought in recorded history, and many would argue that it continues today. Climate models all predict that the situation will get worse, with a growing risk of “mega-droughts” that last over two decades. This increases pressure on groundwater supplies which, in areas like California’s San Joaquin Valley, have been declining for decades.

What is happening in California is an indicator of what will occur in other geographies, making it an unfortunate but exemplary location for a Learning Journey.

### California’s challenges

California’s agriculture faces challenges from water availability, labour shortages, extreme weather events, as well as the need for a change of mindset and the implications of financial investment.

As a result of climate warming and urban expansion, water availability is

changing in California. At the same time, large scale changes need to be made to the existing water infrastructure to make it compatible with newer high-efficiency on-farm systems.

There is a constant shortage of good and reliable labour. California farmers depend on migrant and foreign workers and appreciate their work.

Extreme weather events, such as fires and droughts, are now common across the Central Valley. New technologies are helping farmers to cope, but sustainable solutions also require changing plant genetics and crops themselves.

Farming in a sustainable way requires a change of mindset as well as financial investment, causing a limit to uptake. It requires significant changes

“Thank you for a great Learning Journey. It was instructive to talk with state officials about key aspects of their climate action plans, initiatives and achievements. I also appreciated the opportunity to meet with many of our fellow member organisations.”

**HORACIO CAPERAN**, EXECUTIVE DIRECTOR FOR EXTERNAL AFFAIRS, MASSACHUSETTS INSTITUTE OF TECHNOLOGY

to systems and management of the farm, leading to the potential for high capital costs without immediate financial returns.



## Opportunities from adaptation

Despite the fact that California faces enormous challenges, there are many opportunities arising out of adapting to the situation.

People who took part in the Learning Journey saw inspiring examples of farmers learning how to work with nature rather than against it. Pest protection, cropping systems and soil health are among the many ways to improve farm resilience.

We also witnessed practices relating to improved feeding and dietary additives for livestock, field micromanagement and resource efficiency and using adaptive field techniques.

Other opportunities we were informed of include integrating technology and farming more closely to, for example, limit the need for heavy labour on-farm, as well as collaborating on how to engage with sustainability.

From an investment perspective, there is an opportunity for farmers to work with public and private industry stakeholders to work together to reduce the costs of implementing sustainability practices. California is also exploring legislation that promotes action on climate.

Ultimately, the example of California makes it clear that farmers and their customers around the world need to adapt businesses and supply chains to create more sustainable partnerships for the long term.



## International Executive Programme on Sustainable Sourcing and Trade

**On 18 and 19 November, the first meeting of a unique and interactive International Executive Programme (IEP) on Sustainable Sourcing and Trade took place. As a key part of the course, participants who took part also enjoyed field visits hosted by SAI Platform members Andriani S.p.A. in Italy and PepsiCo in Brazil giving an on-the-ground insight into sustainable practices.**

The event was held in partnership with the International Trade Centre (ITC). ITC is the joint agency of the World Trade Organization and the United Nations. ITC's mission is to foster inclusive and sustainable economic development, and contribute to achieving the United Nations Global Goals for Sustainable Development.

Prior to the start of the face-to-face course, attendees were invited to start the programme with a pre-webinar introductory course.

Two courses took place simultaneously, one in Matera, Italy, led by Cranfield University and another in Curitiba, Brazil run by ISAE. Cranfield University is a highly regarded specialist postgraduate university. ISAE aims to create globally responsible leaders with sustainable entrepreneurial skills.

In Italy, the course was facilitated by Dr Denyse Julien from Cranfield University. Guilherme Piazzetta from ISAE Brazil ran the course in Curitiba. Both courses centred on in-depth group discussions focused on mapping supply chains risks and making them more resilient.

As a part of the IEP, an online learning platform is available where participants can access all course materials and case studies. An alumni network of food and drink professionals offers the opportunity to share knowledge and key learning points.

In 2020, we will organise a follow-up event to evaluate how learning from the IEP has been applied by participants in their everyday work.





“We learnt a great deal in SAI Platform’s International Executive Programme about the SDGs and how they impact agriculture. From what I have seen with Andriani and other participants we are working towards meeting those goals in a substantive way.”

**PAUL WATSON**, DIRECTOR, AGRICULTURE RESEARCH AND EXTENSION COUNCIL OF ALBERTA, ATTENDEE AT THE ITALIAN EDITION OF THE IEP

### The Brazil field visit

As part of the International Executive Programme, and in association with the International Trade Centre and three leading Universities, participants visited Dzierwa Potato Demo Farm in Porto Amazonas, in the state of Parana, Brazil.

The 50 Ha farm has dedicated a plot to a joint project with PepsiCo and 6 partner companies to test new technologies in potato farming for the region. Alexandre Dzierwa, a third-generation farmer, shared with the group the various projects the Demo Farm is testing. These included crop protection technology from Bayer, Syngenta and AgroScout, a digital agriculture platform from Agrosmart, a Hummingbird Technologies crop monitoring system and experimental irrigation from Naandanjain.



Stenio Zanin, Manager Sustainable Agriculture in PepsiCo Global Sustainability, was our co-host for the day.

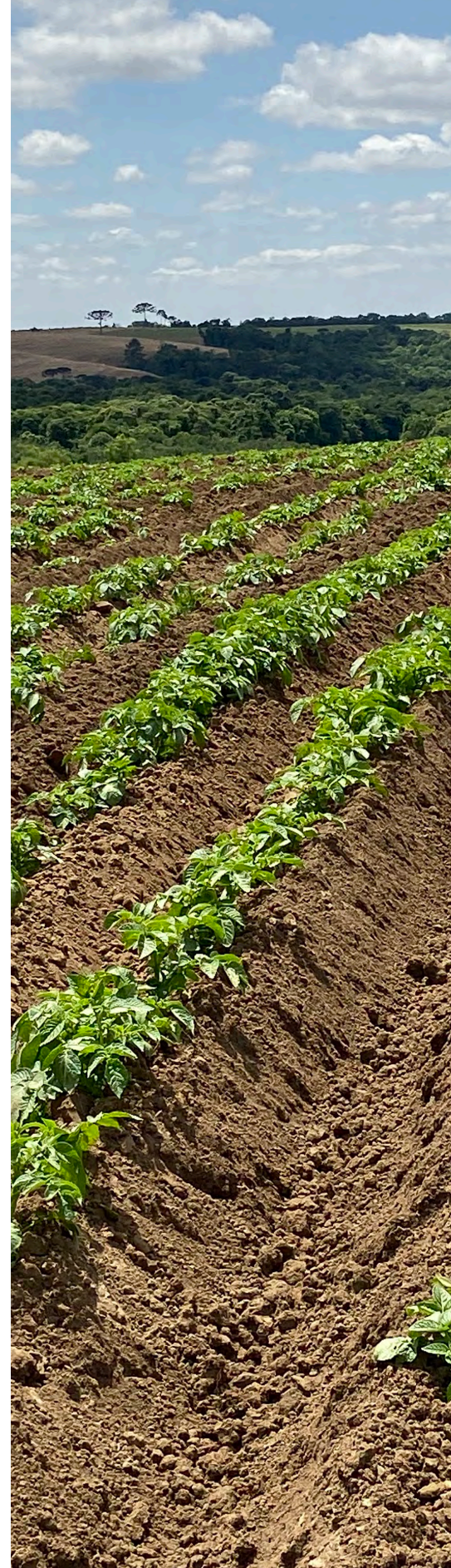
### The Italian field visit

In Italy, participants visited the Andriani S.p.A. facility in Gravina, Puglia and saw how far the company had come on its sustainability journey with gluten free pasta production. The Italian edition of the IEP also included a guided tour of Sassi di Matera, the oldest city in Italy and a UNESCO World Heritage Site.

Our hosts were Andriani S.p.A.

“SAI Platform and the International Trade Centre have created a truly innovative and unique learning experience for sustainability professionals. In this pilot of the International Executive Programme (IEP), executives from across the value chain will be able to simultaneously learn together. The benefits and take away are practical insights and a skillset that is specifically geared towards the mega transformational changes facing today’s global food systems.”

**HANS JÖHR**, CORPORATE HEAD OF AGRICULTURE, NESTLÉ AND HONORARY PRESIDENT OF SAI PLATFORM



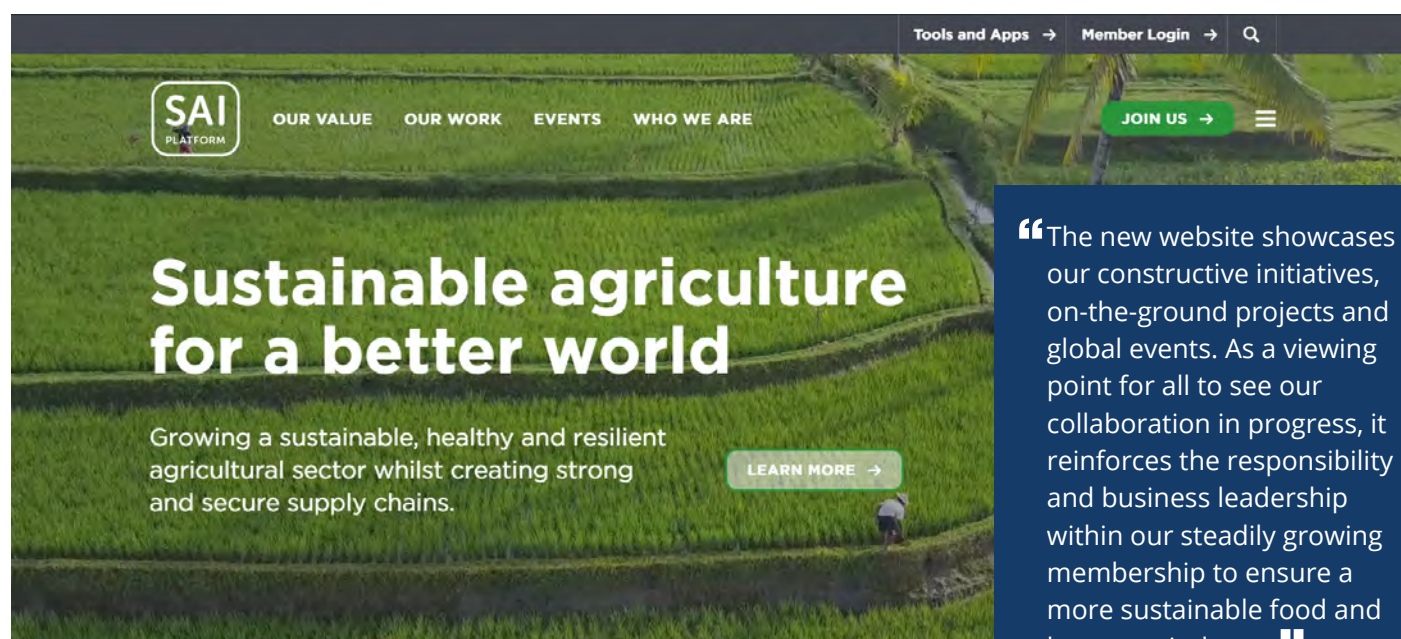
The Communication and Member Engagement team is dedicated to telling SAI Platform's story. Through continued improvement of member engagement, we are building support and ultimately, motivating the industry to adopt sustainable agricultural practice. As we expand across multi-media channels, we inform, up-date and share our knowledge to members, partners and interested stakeholders on the development of our tools and resources, global events and on-the-ground projects.

## New website for a stronger online presence

In 2019, SAI Platform communications took a significant step towards a more integrated online presence when we launched a newly designed and sophisticated website.

Created with the user experience in mind, our website provides easy access to essential information about SAI Platform, our initiatives and global events as well as stories of how together with our members we are driving positive change globally.

New features on the website include "Our Commitment" and "Our Story", helping us define our narrative as an organisation dedicated to sustainable agriculture and its impact on the ground.



“The new website showcases our constructive initiatives, on-the-ground projects and global events. As a viewing point for all to see our collaboration in progress, it reinforces the responsibility and business leadership within our steadily growing membership to ensure a more sustainable food and beverage industry.”

**JAN KEES VIS**, SAI PLATFORM'S PRESIDENT AND GLOBAL DIRECTOR SUSTAINABLE SOURCING DEVELOPMENT, UNILEVER

## Integrated FSA Resource Centre

We designed and developed the new SAI Platform website to have a dynamic look and feel that included for the first time, an easy to navigate [FSA Resource Centre](#). This access point to current FSA resources provides comprehensive search functions including language filters and content specific options such as auditing, claims and implementation. The FSA Resource Centre includes free access to the FSA Training Toolkit and FSA Topic Guides. Access to a digital helpdesk also offers expert advice on all FSA queries, ensuring all members and FSA practitioners are well supported.

# Public Relations and Media Campaigns

## #SAIPlatform2019: hot topics on social media

The hashtag #SAIPlatform2019 engaged the audience of our Annual Event in Chicago, US, to interact together during the sessions.



## Streamlining sustainability: Field to Market and FSA Equivalency Module



## Dairy industry unites in Sustainable Dairy Partnership for global change

Our campaign for the launch of the Sustainable Dairy Partnership at the IDF Conference in Istanbul, Turkey was a great success in terms of acquisition of traffic to our website with an increase of over 650% from visitors coming from social media.



## World Water Day

How collaboration is tackling water challenges



## Online presence

SAI Platform is shaping an authentic narrative that reaches and engages with our members and other stakeholders across the sustainable agriculture sector. Our new website and FSA Resource Centre has significantly increased the visibility and awareness of our organisation on a global scale.

### Website traffic

# New Users  
45,249

54% ▲  
since 2018

# Page Views  
178,613

48% ▲  
since 2018

# Sessions  
67,154

46% ▲  
since 2018

### Followers on social media



37% ▲  
since 2018

4,937



16% ▲  
since 2018

1,753

Newsletter subscribers

3,192

40% ▲  
since 2018

### Top 5 news articles

- #1. The Sustainable Dairy Partnership unites industry-wide push towards global sustainability
- #2. FSA 3.0 questionnaire public consultation now open
- #3. SAI Platform launches FSA Training Toolkit and FSA Topic Guides
- #4. What does the Sustainable Dairy Partnership mean for our members and the dairy industry?
- #5. Top 5 insights from #SAIPlatform2019 experts

### Top 3 attended webinars

- #1. Introduction to SAI Platform
- #2. FSA 3.0 Process Update
- #3. Using the FSA Training Toolkit

**SAI Platform's key partners were key to our success as we consolidated and collaborated on important initiatives over 2019. Building partnerships is a core activity to advance sustainable agriculture. We define our partners as like-minded organisations with whom we can work in similar areas on specific projects or activities.**

Ultimately our aim is to collaborate in a pre-competitive space while sharing knowledge and minimising duplication of efforts. This is an important factor as we remember our mission to harness the collaborative power of our members to accelerate widespread adoption of sustainable agricultural practices. As we continue to work with partners, we are enabling a wider and speedier adoption of good practices.

## **GLOBALG.A.P.**

Since 2017, farms with GLOBALG.A.P. certification have been able to demonstrate their FSA performance level. Depending on the country they are in, they can use this benchmark, or the FSA Add-On questions. 2019 was significant as it marked the year in which the independent verification of the FSA Add-On by GLOBALG.A.P. auditors was put into effect. As a result, hundreds of farmers in Europe,

Latin America and Africa were able to avoid duplication of work and costs through this implementation option. Our partnership further broadened in 2019, as GLOBALG.A.P. also took over a large part of the approval process for FSA Verification Bodies and auditors. This allowed SAI Platform to leverage the skills, experience and database of GLOBALG.A.P. The first FSA Verification Bodies were approved under this more stringent and efficient approval process in 2019, with several more applications under review for 2020.

## **Field to Market**

Building on our close links as a result of our FSA programme, we held our 2019 Annual Event in Chicago, with the strong support of Field to Market. This resulted in joint initiatives regarding field trips and conference sessions. It also enabled cross-membership interaction as well as efficiently managing resources.

## **International Trade Centre (ITC)**

Over many years we have established a strong partnership with ITC, and they have been an important partner for the FSA from the outset. We worked together to build and launch our FSA Web-App in 2018 and in 2019, we joined forces to develop the International Executive Programme on Sustainable Sourcing and Trade (IEP). Based on the success of this new format we are planning to hold the 2<sup>nd</sup> programme in November 2020.

## **Dairy Sustainability Framework (DSF)**

In 2019 the DSF was critical to the development of our latest industry collaboration initiative from the Dairy Working Group: the, Sustainable Dairy Partnership (SDP). As a business-to-business tool, the SDP was built on the DSF's 11 criteria that tackle sustainability issues. As the DSF criteria are applied in a commercial environment through the SDP, it will help to drive supply chain efficiencies and reduce duplication between suppliers and dairy buyers. The SDP/DSF partnership is committed to working towards a more sustainable dairy industry and reducing duplication this will help the global dairy sector to scale success.

## **World Business Council for Sustainable Development (WBCSD)**

Our most recent commitment is with two coalition partnerships, namely the Business for Nature programme and One Planet Business for Biodiversity. These are hosted by our partner, the WBCSD. By being a part of both coalition partnerships, we are shaping the development of the programmes as well as bringing the voice of our members and Advisory Council as we contribute to the discussion.



# Financial Summary 2019

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 October 2019, the Secretariat and Working Group Chairs presented their budget requests to the Executive Committee. This provided a holistic view of the 2020 work programme and the requested funds. On this basis, the Executive Committee prioritised and allocated budget accordingly.

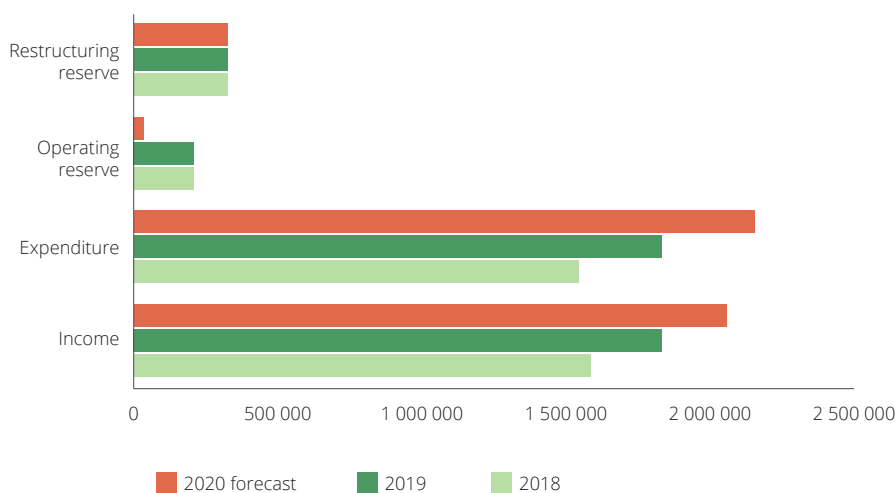
In recent years the number of requests for projects and other initiatives has exceeded available funds which we see as a positive development. In order to address this we are moving towards increasing revenue from participation fees in SAI Platform projects and events. This is a funding model that we will continue to develop in 2020 and will also look for external funding opportunities.

At the end of 2019, our revenue was slightly higher than estimated and expenditure slightly lower which left an operating reserve of €209 544. Some of this will be used in 2020 to invest in special projects, which will be approved by the Executive Committee before funds are released.

There is a continuing interest in organisations becoming SAI Platform members and our revenue from new members exceeded the target of €150 000 by €68 593. However, we also had some debtors (€37 125) and some non-renewed memberships for 2020 (€41 250).

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 2019 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 David**

*Manufacturing and Sustainability Director, Muntions plc*

**Luc Beerens**

*Global Procurement Director, Mars Incorporated*

**Rozanne Davis**

*Head of Sustainability, innocent drinks*

**Robert Erhard**

*Agricultural Raw Material Sourcing, Nestlé*

**Steve Mc Lean**

*Head of Agriculture and Fisheries, Marks and Spencer*

**Ghislain Pelletier**

*Vice President Agronomy, McCain Foods*

**Yann-Gaël Rio**

*V.P. Global Milk Procurement, Danone*

## Advisory Council\*

**Giovana Baggio**

*Sustainable Agriculture Manager, The Nature Conservancy Brazil*

**Horacio Caperan**

*Executive Director for External Affairs, MIT*

**Jason Clay**

*Senior Vice-President of Markets, WWF*

**Gemma Cranston**

*Director, Natural Resource Security, Cambridge Institute for Sustainability Leadership*

**Dr Tracey Jones**

*Director of Food Business, Compassion in World Farming*

**Alan Johnson**

*Lead, Smallholder Supply Chains, IFC*

**Jane Nelson**

*Director of Corporate Responsibility Initiative, Harvard Kennedy School*

**Janet Ranganathan**

*Vice President Science and Research, WRI*

**Carla Romeu Dalmau**

*Living Wage and Living Income Strategy Lead, IDH*

## Secretariat\*

Director General

**Adrian Greet**

Director, Operations

**Jane Duncan**

Director, Crops

**Jenny Edwards**

Director, Americas

**Nick Betts**

Director, Livestock

**Patricia García Díaz**

Director, Systems

**Sven Sielhorst**

Programme Lead, Farm Sustainability Assessment

**Joe Rushton**

Global Events Manager

**Yael Fattal**

Communications Manager

**Brigid Norde-McAleer**

Communications & Engagement Manager

**Marco Consalvo**

Systems User Support Officer

**Joe Iveson (from October 2019)**

Programme Officer, Livestock

**Nathalia Ramos Castro (until September 2019)**

\*as on 31<sup>st</sup> December 2019





Sustainable  
Agriculture  
Initiative  
Platform

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