



Field to Market®



# 2015 ANNUAL REPORT

INSIGHTS | CONTRIBUTIONS | PARTNERSHIPS | COLLABORATION

# OUR ANNUAL REPORT

This report provides an overview of Field to Market: The Alliance for Sustainable Agriculture's major milestones and the progress achieved in 2015 as we continue to establish Field to Market as the premier organization working to define, measure and advance the sustainability of commodity crop production in the United States. In the following pages, we celebrate our collective achievements and cast a vision for what can be accomplished in the years ahead, given the shared vision and commitment of our diverse membership.

## Discover:

- Unique insights from farmers regarding the value of a common framework to measure environmental outcomes and to help document and demonstrate their sustainability story
- Innovative partnerships across the supply chain to drive continuous improvement and meet corporate commitments through an in-depth look at a member-led Fieldprint® Project
- Contributions by Field to Market's membership and staff to help trusted farmer advisers embed sustainability into existing conversations around agronomic performance
- Robust collaboration with members working to advance conservation at the landscape level through the USDA Natural Resources Conservation Service's Regional Conservation Partnership Program

This year's achievements would not be possible without the dedication and investment of time, expertise and resources from our members through Field to Market's Working Groups. This commitment from our members enabled the Alliance to create meaningful dialogues and substantive progress in advancing sustainable agriculture. Take a peek behind the scenes to see our governance in action by reading the spotlight on our Verification Working Group's efforts to develop critical methodology and protocols to enable supply chain sustainability claims.

## 2015 BY THE NUMBERS

**\$1.3T** 

### COMBINED REVENUES

Our diverse membership represents combined revenues totaling more than \$1.3 trillion.

**49** **FIELDPRINT® PROJECTS** 

Our members are partnering with growers on a journey of continuous improvement through 49 Fieldprint® Projects across 21 states.

**86** **MEMBERS** 

Field to Market is the premier sustainability initiative joining diverse organizations from all levels of the agricultural supply chain.

**34%** **MEMBERSHIP GROWTH** 

Our membership continues to grow at a significant pace, demonstrating convergence around a common framework to measure sustainability in U.S. agriculture.

**1,450** **FARMERS** 

We're engaging individuals on the ground level to measure the environmental performance of their management practices using the Fieldprint® Calculator.

# DEAR STAKEHOLDERS

We are pleased to report a strong year for Field to Market. After nearly a decade of providing a collaborative, multi-stakeholder approach to agricultural sustainability, the Alliance has accelerated its growth and impact in 2015. We are proud that the guiding principles encapsulated in our mission statement still shape our program today: a commitment to provide leadership that is transparent, grounded in science, focused on outcomes and open to the full range of technology choices. We remain dedicated to creating opportunities across the agricultural supply chain for continuous improvements in productivity, environmental quality and human well-being. The wisdom of those long-standing principles have created an environment for our Alliance to succeed.

With this strong foundation in place, we have achieved milestones over the past year that have reinforced Field to Market's central role as not only a convener but a platform for action on agricultural sustainability in the United States. We are helping our members work more collaboratively to achieve continuous improvement in key environmental outcomes, and we are providing a credible and consistent methodology to increase transparency and advance sustainability in complex commodity supply chains across the country.

In 2015, Field to Market achieved unprecedented growth, welcoming nearly two dozen new members and expanding our Fieldprint® Project engagement with farmers by 100 percent. We brought significant exposure to our work including hosting a side event at the United Nations COP21 Climate Change Conference in Paris with the U.S. Secretary of Agriculture and participating in a White House roundtable on agricultural sustainability. We also hosted the inaugural Sustainable Agriculture Summit to bring the entire food and agriculture value chain together to share strategies and build a common sustainability vision for our industry.

When dedicated and visionary partners work together, we can accomplish important tasks together that none of us would be able to achieve alone. Thank you for your continued support for Field to Market. Every accomplishment, including all of the success stories you find in these pages, was made possible by the relentless commitment and generous investment of time, expertise and resources of our members and partners. Together, we continue to drive impact in the sustainability of food, fiber and fuel production, helping ensure a better world for generations to come.

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“When dedicated and visionary partners work together, we can accomplish important tasks together that none of us would be able to achieve alone.”



**Rod Snyder**, President



**Stefani Millie Grant**, Chair of the Board

# ABOUT US

**A**cross the agriculture supply chain—from the farm gate to the retail and restaurant counter—the challenge of producing enough food, fiber and fuel for a rapidly growing population while conserving natural resources, has become increasingly complex.

With the world population estimated to reach 9 billion by 2050, the entire supply chain must work together to efficiently and responsibly lay the groundwork for the future. Collaboration among stakeholders through industry-wide dialogue, grounded in science and open to the full range of technology choices, will create opportunities across the agricultural supply chain to promote sustainable agriculture.

## Our Vision

To champion solutions for tomorrow's safe, accessible and nutritious food, fiber and fuel in thriving ecosystems.

## Our Mission

To meet the agricultural challenge of the 21st century by providing collaborative leadership that is:

- Transparent
- Grounded in science
- Focused on outcomes
- Open to the full range of technology choices
- Committed to creating opportunities across the agricultural supply chain for continuous improvements in productivity, environmental quality and human well-being

## OUR APPROACH

Guided by a multi-stakeholder approach, we strive to achieve balance through the governance and decision-making bodies of the organization in which each voting sector has equal representation and voice.

The **General Assembly** serves as the highest governing body of Field to Market, comprised of voting delegates from each voting and affiliate (non-voting) membership organization. The General Assembly is divided into five membership sectors with equal voice and representation in decision-making: Affiliate, Agribusiness, Brands & Retailers, Civil Society and Grower Organizations.

The **General Assembly** elects 14 members to the **Board of Directors**, which oversees the implementation of the strategic plan adopted by the General Assembly and reviews recommendations from Working Groups.

- Three members represent each of the four voting constituencies in equal portions and an equitable manner (Agribusiness, Brands & Retailers, Civil Society, Grower)
- Two non-voting members represent the interests of government and academia (Affiliate)

The **Board of Directors** elects four officers to serve on the Executive Committee, which provides direction to staff.



## Our Commitment to Continuous Improvement

Field to Market strives to meet the challenge of producing enough food, fiber and fuel for a rapidly growing population while conserving natural resources and improving the ability of future generations to meet their own needs. The Alliance and its members recognize that a critical component of any sustainability goal is the maintenance of economic viability. Field to Market will provide useful measurement tools and resources for growers and the supply chain that track and create opportunities for continuous improvement. Our efforts are guided by the following goals:

- **Energy Use** – Sustained improvement in energy use efficiency from U.S. crop production.
- **Greenhouse Gases** – Sustained reduction in greenhouse gas emissions from U.S. cropland per unit of output, and sustained contribution to addressing the overall greenhouse gas (GHG) emissions from agriculture, recognizing the need to meet future crop production demands.
- **Irrigation Water Use** – Sustained contribution to solving regional water scarcity problems through continual improvement in irrigation water use efficiency and conservation.
- **Land Use** – Sustained improvement of land use efficiency by increasing productivity on U.S. cropland, conserving native habitat and enhancing landscape quality.
- **Soil Conservation** – Sustained reduction in soil erosion to tolerable levels or below on all U.S. cropland.

- **Water Quality** – Sustained contribution to solving regional water quality problems as evidenced by reductions in sediment, phosphorus, nitrogen and pesticide loads from U.S. cropland.

To achieve these goals, Field to Market's membership pledges to engage 20 percent of productive acres of U.S. commodity crop production—the equivalent of **50 million acres**—in our Supply Chain Sustainability Program by 2020.

To measure progress against these goals, outcomes will be measured and reported based on a five-year rolling average. In addition, Field to Market will promote a research agenda to address questions about the ability of U.S. agriculture to achieve:

- Absolute GHG emissions reductions, accounting for soil carbon sequestration and other advances in accounting for GHG emissions in crop production;
- Conservation of native habitat, enhancement of landscape quality, and improvement of conservation outcomes; and
- Overall maintenance and improvements to soil health.



# A YEAR IN REVIEW



## PARTNERING TO ADVANCE CONSERVATION AT THE LANDSCAPE LEVEL

*Field to Market celebrated the announcement of approved grants from the U.S. Department of Agriculture's Regional Conservation Partnership Program (RCPP) to collaborative projects with members such as Ducks Unlimited and USA Rice.*

Leveraging commitments from the public and private sectors strengthens our ability to advance sustainable outcomes for U.S. agriculture. By collaborating with our members through these projects, Field to Market is helping monitor the efforts of hundreds of rice producers to address water quantity, water quality and wildlife habitat across more than 400,000 acres. USDA's support for cross-sector partnerships is yet another signal that an unprecedented degree of collaboration is needed to help us feed 9+ billion people by 2050, while responsibly managing our planet's natural resources. **Learn more about RCPP Projects on page 25.**



Scott Manley of Ducks Unlimited (right) and Jeff Durand, a participating rice farmer in a RCPP Project in Louisiana, stand together in ripe rice.

## EXPANDING FIELDPRINT PROJECTS ACROSS THE COUNTRY

Together, Field to Market's membership more than doubled the number of active Fieldprint® Projects across the country, engaging growers managing 1.5 million acres through 49 Fieldprint Projects. **Read more on page 11.**

## BROADENING THE FIELD TO MARKET TEAM

Field to Market hired a science & research director to oversee the refinement of Field to Market's metrics and an administrative assistant to provide support to the Alliance's growing program and membership.

## WELCOMING NEWLY ELECTED BOARD MEMBERS

*Field to Market welcomed four newly elected members to our Board of Directors, which is comprised of three elected members from each voting sector (Agribusiness, Brands & Retailers, Civil Society and Grower Organizations) and two elected members from the non-voting sector (Affiliate), each serving for a three-year term.*

Our Board members bring a depth of expertise and knowledge of the industry to guide our organization's efforts and represent the voices of our diverse membership. Together, they steer Field to Market as we fulfill our mission to create opportunities for continuous improvement in productivity, environmental quality and human well-being across the agricultural supply chain.

*"Field to Market promotes a voluntary, collaborative approach to sustainability that is expressly science-based, technology neutral and focused on outcomes that are within a grower's control. That's why the Farm Bureau has been a member since the Alliance's inception and why I continue to serve on the Board of Directors. Field to Market remains a strong advocate for farmers committed to stewarding the land, and I am honored to represent their voices."*

— Bob Young,  
Chief Economist &  
Deputy Executive Director,  
American Farm Bureau Federation



## HARMONIZING METRICS TO ADVANCE SUPPLY CHAIN SUSTAINABILITY

*Field to Market and the Innovation Center for U.S. Dairy announced a new partnership and signed a memorandum of understanding to create a more consistent approach for measuring and advancing continuous improvement in the sustainability of dairy feed production.*

Our partnership with the Innovation Center builds upon our efforts to create a common framework to measure the sustainability of U.S. agriculture and creates impact together that is greater than the sum of its parts. Together, we are working to harmonize metrics to assess the sustainability of dairy feed production; maximize the interoperability between Field to Market's Fieldprint® Calculator and

the Innovation Center's Farm Smart™ tools; advance scientific research and communication; and jointly convene the supply chain to tackle sustainability challenges.

*"Consumers, retailers and other stakeholders want to know where their food comes from and how it is produced. For dairy, that journey starts with where and how the feed for our cows is produced. By partnering with Field to Market on a common approach for measuring the sustainability of dairy feed, both dairy farmers and the supply chain will benefit from a coordinated, science-based approach to answering these questions."*

— Barbara O'Brien,  
President,  
Innovation Center for U.S. Dairy

## GROWING OUR MEMBERSHIP

Field to Market welcomed 22 new members to the Alliance, growing our membership by 34 percent. **Read more on page 10.**

# A YEAR IN REVIEW



FIRST ROW (L to R): Stefani Grant, Unilever; Rod Snyder, Field to Market; Jennifer Shaw, Syngenta; Suzy Friedman, EDF; Steve Peterson, General Mills  
MIDDLE ROW: Nick Goeser, National Association of Corn Growers; Franklin Holley, World Wildlife Fund; Chad Frahm, Innovation Center for U.S. Dairy; Larry Clemens, The Nature Conservancy  
BACK ROW: Michael Doane, Monsanto; Mark Murphy, Cargill; NOT PICTURED: PepsiCo; The Coca-Cola Company; The Fertilizer Institute; United Soybean Board; and Walmart

## PARTICIPATING IN WHITE HOUSE ROUNDTABLE ON SOLUTIONS FOR SUSTAINABLE AGRICULTURE

*Field to Market's president and 16 member organizations participated in a White House convened roundtable, sharing our experiences in improving agricultural sustainability and exploring how the federal government and private sector can foster additional action across the agricultural supply chain.*

The White House Council on Environmental Quality recognized Field to Market's leadership in helping promote climate-smart agriculture by convening a roundtable in June to hear our members' experiences and ideas for how the federal government can support voluntary efforts from the private sector to advance sustainable agriculture. In April 2015, the USDA, standing

with private sector partners, including Field to Market, established 10 building blocks to reduce emissions, increase carbon storage and support climate resilience. At the roundtable, Field to Market pledged to develop the next generation of farm level sustainability metrics to help growers measure and deliver sustained reductions in greenhouse gas emissions in support of the national climate strategy. Through the development of these metrics, our membership will partner with growers to track environmental impacts, identify opportunities for continuous improvement and help deliver sustained reductions in greenhouse gas emissions from U.S. cropland per unit of output.

## CONVENING THE SUPPLY CHAIN TO TACKLE SUSTAINABILITY CHALLENGES

*Field to Market and the Innovation Center for U.S. Dairy jointly hosted a Sustainable Agriculture Summit in Minneapolis, MN.*

The Sustainable Agriculture Summit was the first time our collective membership of more than 200 companies, producer organizations, conservation groups, universities and government agencies gathered together to discuss opportunities to advance continuous improvement in agricultural sustainability. Those in attendance heard from top food executives, farmers, policy leaders, scientists and industry experts about solutions to pressing global challenges facing agriculture and opportunities for accelerating and scaling sustainability through collective action.

## ENABLING MEASUREMENT CLAIMS

We continued to build Field to Market's Verification process by adopting protocols for supporting Measurement Claims.

**Learn more about our governance model in action on page 28.**





## SHOWCASING HOW LEADERSHIP AND COLLABORATION ON CLIMATE ACTION SUPPORTS CARBON REDUCTION TARGETS

*U.S. Secretary of Agriculture Tom Vilsack joined Field to Market and BSR at the Galerie des Solutions in Paris to recognize leadership and collaboration of the U.S. agricultural value chain on climate action at a COP21 side event.*

Few sectors have as much at stake as agriculture in addressing the challenges and opportunities presented by global climate change. Through this side event, the U.S. food and agriculture sector sent a strong message about its increased efforts to reduce greenhouse gas emissions while building a food system that is more resilient to climate change. While many companies have taken important steps to mitigate impacts within the four walls of their operations, the most significant opportunities can be found in collaborating upstream with their supply chains. The efforts of Field to Market and our diverse membership were showcased on an international stage, featuring perspectives from top food executives and farmers from organizations such as General Mills, Kellogg Company, National Association of Wheat Growers, National Corn Growers Association, PepsiCo, The Nature Conservancy, Unilever and United Soybean Board.



*“As a sector that is highly dependent on specific climate conditions, agriculture is particularly threatened in this era of climatic change. Food and agriculture businesses are increasingly aware that this vulnerability necessitates a responsibility to address climate change and are leading the way, through efforts like Field to Market and the We Mean Business Coalition, to reduce carbon impacts.”*

— Eric Olson,  
Senior Vice President,  
BSR

# MEMBERSHIP GROWTH

Field to Market's diverse membership represents every link in the agricultural value chain. Our members include farmers, agribusiness companies, brands, retailers, civil society, academia and public sector partners, each committed to catalyzing continuous improvement in the sustainability of U.S. commodity crop production.

Companies from every segment of the food, farming and agriculture industries across the nation have joined forces with Field to Market to foster increased transparency, unparalleled collaboration and continuous improvement in the sustainability of commodity crop production.

Our membership continues to grow as organizations converge around Field to Market's Supply Chain Sustainability Program as a trusted solution to assess the sustainability performance of commodity crops. In 2015, we welcomed 22 new members to the Alliance, increasing our membership by 34 percent.

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## FULL MEMBERS



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## ASSOCIATE MEMBERS

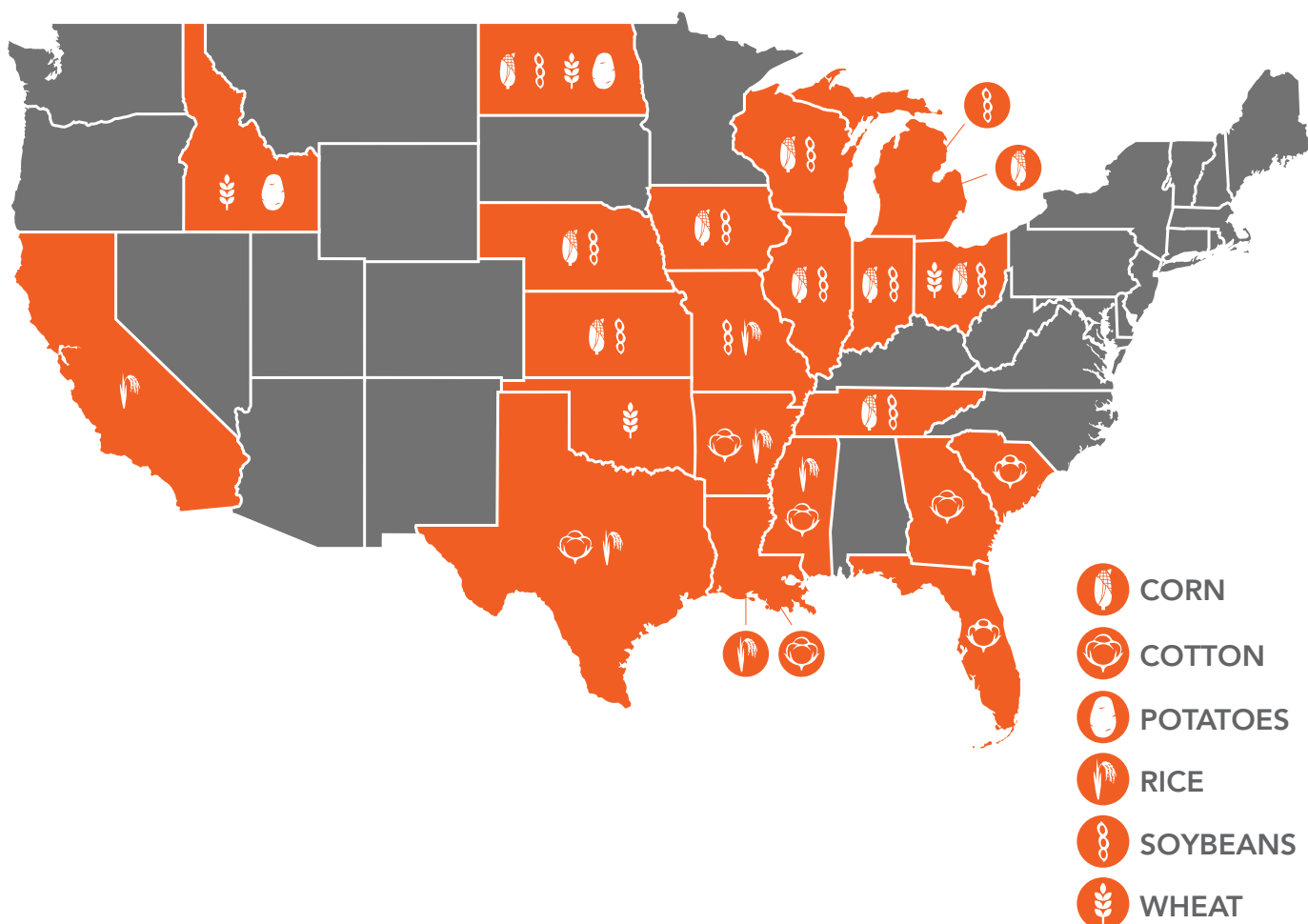


# FIELDPRINT PROJECT EXPANSION

Working together through Fieldprint® Projects, growers and members of the food, fiber and fuel value chain are demonstrating the value that outcomes-based sustainability metrics and the Fieldprint® Calculator bring to promoting continuous improvement in sustainability outcomes and helping advance more sustainable food, fiber and fuel production. To date, we have 49 Fieldprint Projects across 21 states, engaging nearly 1,450 farmers and enrolling approximately 1.5 million acres in a journey of continuous improvement.

Supported by partnerships among Field to Market members and participating farmers, Fieldprint Projects provide:

- Shared learning
- Anonymous peer-to-peer benchmarking
- Education for improving crop production and natural resource management
- Demonstration of the value of the Fieldprint Platform in promoting education and continuous improvement
- A pre-competitive framework for downstream companies to characterize the sustainability of key sourcing regions







# **BUILDING A** SUPPLY CHAIN SUSTAINABILITY **PROGRAM**

In June 2014, Field to Market's membership unanimously approved the development of Field to Market's Supply Chain Sustainability Program. Over the past 18 months, we have worked to create an unparalleled platform that helps the food and agricultural supply chain benchmark sustainability performance, catalyze continuous improvement and enable brands and retailers to characterize the sustainability of key sourcing regions as well as measure and report out on progress against environmental goals.

Through this program, Field to Market offers America's food and agriculture industries an essential tool for unlocking shared value for all stakeholders—a common framework for sustainability measurement that farmers and the supply chain can use to better understand and assess performance from the field scale to the national level.

## | IN THIS SECTION: |

### **BENCHMARKING SUSTAINABILITY PERFORMANCE - PAGE 13**

Learn more about how farmers are benefiting from using the Fieldprint® Calculator to document and demonstrate continuous improvement in the sustainability of their management practices, creating positive benefits for the environment and their bottom lines.

### **CATALYZING CONTINUOUS IMPROVEMENT - PAGE 19**

Discover how innovative supply chain partnerships, specialized training for trusted advisers and cross-sector collaboration are helping to catalyze continuous improvement at the field and landscape levels.

### **ENABLING SUPPLY CHAIN SUSTAINABILITY CLAIMS - PAGE 27**

Take a peek behind the scenes to learn more about Field to Market's governance model in action, as a multi-stakeholder Working Group seeks to develop the verification protocol that underpins our Supply Chain Sustainability Program.





# BENCHMARKING SUSTAINABILITY PERFORMANCE

Enabling farmers and the supply chain to measure continuous improvement—from the field scale to the national level—is one of the hallmarks of our program. Our science-based tools and resources provide benchmarks at the local, state and national levels to assess the sustainability performance of commodity crops. To date, 1,450 farmers have measured the environmental performance of their management practices using the Fieldprint® Calculator against eight sustainability indicators.

- Biodiversity (Piloting)
- Greenhouse gas emissions
- Land use
- Soil conservation
- Energy use
- Irrigated water use
- Soil carbon
- Water quality

Management information entered into the tool is analyzed and transformed into a Fieldprint® analysis, which graphically represents the sustainability performance of a farmer's unique operation. This free, online tool helps growers voluntarily and securely analyze how their management choices impact natural resources and operational efficiency.



# Helping Farmers **Increase Efficiency** and **Share Their Sustainability Story**

For Scott Spohn—a fifth generation farmer who grows 6,000 acres of corn, soybeans and seed corn near Friend, Nebraska—the topic of sustainability is vital to his farm for two very important reasons. First, it’s an opportunity to share his story of conservation and stewardship with consumers, as the corn he grows ends up on tables across the country in breakfast cereal. Secondly, it provides a lens to help ensure that the practices Scott implements on his family farm will sustain its value for generations to come.



“Without measurement tools like the Fieldprint Calculator, I think it’s really hard for a farming operation to say, I’m sustainable or I’m efficient, because you don’t have any basis for comparison.”

— Scott Spohn, 5th generation farmer, Friend, NE

“It’s important for farmers to tell their sustainability story so consumers have a better understanding of where their food comes from and how their food is produced. People need to know how we’re trying to be efficient with our resources and raise more bushels with fewer inputs,” said Scott.

The Fieldprint® Calculator is an important tool in helping Scott identify those opportunities where he can become more efficient, producing positive results for the environment and his bottom line.

“Without measurement tools like the Fieldprint Calculator, I think it’s really hard for a farming operation to say, I’m sustainable or I’m efficient, because you don’t have any basis for comparison,” he emphasized. “It’s like a football coach that doesn’t want to watch any film. Every football coach watches film so they can

look for areas to improve and continue to get better. And it’s the same with farming; there’s always room for improvement. By using the Fieldprint Calculator, we can continually improve our operations.”

This analysis has helped Scott advanced sustainable outcomes, like reducing his carbon footprint and improving his irrigation water use efficiency.

“The Fieldprint Calculator has helped me watch my profitability because I can look at the things that we can improve. I always felt our farm was very sustainable, but when you start comparing it to other neighbors, you say, well, maybe I wasn’t as good as I thought,” explained Scott. “What I like about the Fieldprint Calculator is I can

specifically look at one area, maybe it’s my soil that I need to work on, maybe it’s my irrigation or my fertility, but it allows you to break it down and see where the biggest improvements and savings can be found.”

Pursuing this journey of continuous improvement is not only about the bottom line to Scott. It’s about sustaining the health of his soil and the value of his farm for future generations.

“As a fifth generation farmer, I think it’s extremely important to give my kids, grandkids, and great-grandkids the same opportunity to come home and farm that I’ve had,” said Scott. “So, in order for that to happen, we need to continue to be as efficient as possible with our natural resources.”



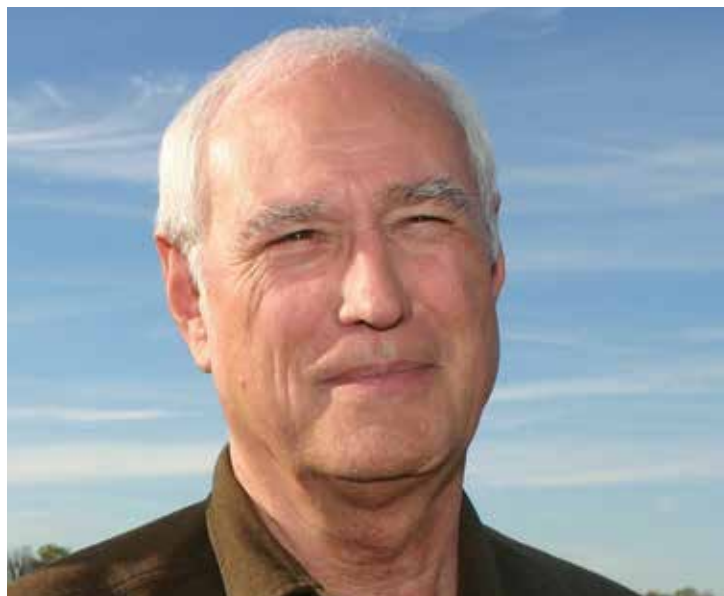
# Preserving for the Future While Increasing Productivity and Profitability

When Steve Stevens, a farmer from Tillar, Arkansas, tells his story, he shares what inspires everything he does: preserving his farm for his grandchildren. Steve isn't only discussing the multiple practices and technologies he uses to deliver sustainable outcomes for his 4,800-acre family farm, which produces corn, soybeans, wheat and cotton. He's sharing his efforts to protect water, air, soil, habitat and a way of life for generations to come.

For the last four years, Steve has used the Fieldprint® Calculator to visualize the sustainability impact of his farming practices, demonstrate improvement over time and compare practices and impacts.

Working with Dr. Bill Robertson, a University of Arkansas System cotton extension agronomist, Steve has been digging deeper into this analysis for the last two years. Together, Steve and Dr. Robertson use the sustainability measurement platform to validate certain management decisions and to build confidence in knowing whether a new practice or modifying current practices will help drive environmental benefits but also produce positive results for Steve's bottom line.

For instance, Steve utilized the Fieldprint Calculator to compare the benefits of no-till and cereal rye cover crop



versus conventional tillage. Together with Dr. Robertson, Steve tracked all of his inputs, including the fields' respective yields, the amount of water pumped for each field, the amount of nutrients, particularly nitrogen and phosphorus, and sediment data. When they compared the outcomes of the suite of practices utilized for each field, Steve could then determine which practice is better.

Steve is now in his fourth year of using cereal rye cover crop, which has helped improve water infiltration rates, an important indicator of soil health, and irrigation water use efficiency. As a result, his yields have increased. Steve produced cotton nine cents per pound cheaper on his no-till fields with cover crops than with conventional tillage. This enabled him to balance out the initial increase in production

costs due to the purchase of cover crop seed because of the increased yield.

"Nearly everything that he's done over the course of time to improve his bottom line has shrunk his footprint," said Dr. Robertson. "The Fieldprint Calculator helps improve his confidence and trust that these things that he's doing are steps in the right direction."

When asked about the reason behind his commitment to stewardship and conservation, Steve shares a common motivation for many producers: the next generation. He is working to ensure the farm is sustained for his grandkids by continuing to improve the profitability of his operations and the health of his soil. If these efforts help other farmers discover what's possible and what works, all the better, in Steve's opinion.

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"Nearly everything Steve's done over the course of time to improve his bottom line has shrunk his footprint. The Fieldprint Calculator helps improve his confidence and trust that these things that he's doing are steps in the right direction."

— Dr. Bill Robertson,  
Cotton Extension  
Agronomist,  
University of  
Arkansas

# A Passion for Conservation **Improves Sustainability** and the **Bottom Line**

The Durand family's 1,300-acre farm in the Atchafalaya River Basin outside of St. Martinville, Louisiana not only grows rice and crawfish, but also produces solutions to protect natural resources. Jeff Durand and his family take pride in producing rice, while also providing a great wetland habitat, with more than 250 species of birds documented on the property. Since 2007, Jeff and his two brothers have tracked the progress of the environmental outcomes of their farming practices to ensure conservation of natural resources while maintaining profitability.

"If we don't take care of our natural resources and work in a way that we can turn a profit, we won't be sustainable and we can't continue farming," explained Jeff. "It's up to farmers to look at ways to become more efficient while, at the same time, not reducing our production and ensuring our land is in good shape so the next generation can continue to farm."

Jeff uses the Fieldprint® Calculator as a tool to evaluate sustainability performance of his management decisions and explore innovative ways to improve the family farm's productivity and profitability.

"Using the Fieldprint Calculator, farmers can put in different scenarios and see how it improves our bottom line and sustainability," Jeff shared.



"The Calculator is a good tool to work with on the farm and to prove that these practices are beneficial and actually improve the bottom line."

The Fieldprint Calculator provided the analysis Jeff needed to determine which practices to pursue. He realized that if they took fewer trips in the field, they could positively influence their Fieldprint® score. While not hurting production, taking fewer trips in the field also reduced maintenance on equipment, energy usage and labor. It was not only more sustainable, but cost effective, emphasized Jeff.

"We do a lot of no-till or minimum till on our farm; we try to improve the quality of our soil," shared Jeff.

The Durand's use a chain harrow that minimally disturbs the soil, laying the rice stubble on the ground and leaving it to decompose over the winter. By

leaving that residue, they have been able to reduce sediment loads in water that leave their fields, improving water quality. Jeff and his brothers are implementing best practices to also conserve water, decrease soil erosion and optimize nitrogen use on their farm.

"Sustainability is something farmers need to be conscious of, and we need to prioritize it and take it seriously for the future. Not only is it something that can help your bottom line, but the public is starting to demand knowledge of where their food is coming from, and when we can show that we are sustainable, we can use that to help market what we produce," asserted Jeff.

Passionate about conservation, Jeff also serves as the co-chair of the Rice Stewardship Partnership between USA Rice and Ducks Unlimited and participates in the RCPP project. **Learn more on page 25.**

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"Sustainability is something farmers need to be conscious of, and we need to prioritize it and take it seriously for the future."

— Jeff Durand,  
6th generation farmer  
St. Martinville, LA





# Strengthening Trust with Consumers and the Supply Chain

Mark Jackson, a fifth generation farmer, has been farming in the southeastern part of Iowa for forty-two years. In fact, he's still farming the same land his great-great-grandfather homesteaded in 1890. Today, working with his brother, son and wife to grow corn and soybeans and raise livestock, Mark uses technology and tools, including the Fieldprint® Calculator, to drive continuous improvement.

"The computer is as important to my farming operation today as the harness was for my grandfather's horses," said Mark. "I've increased my production three to four times that of my grandfather, while reducing my fertilizer, workload and other inputs by half on the very same land."

Telling this sustainability story, of how he is able to farm more with less, is important in strengthening consumer trust in our food system, shares Mark.

"Somewhere along the line, trust was lost between the consumer and the farmer. As we move forward in our continuous improvement efforts, it's important to have that documentation scientifically to help explain what we do," he said. "And the Fieldprint Calculator is one of those tools that we can use to help show—through continuous improvement, from a platform that's based in science—how we move forward on our journey of continuous improvement."



Mark uses the tool to estimate his field-scale performance on specific sustainability indicators and then compare his individual results against benchmarks at the state and national level. "The Fieldprint Calculator allows you to compare yourself and your practices with someone else, anonymously, online. It brings up your farm, and your specific fields, right to the certain location, and you can dial up whatever practices you want to use," he said. "And because of that, you're able to integrate the baseline data which allows us to move forward on that continuous improvement element and show the consumer that we're able to grow more with less."

This benchmarking and documentation is also helpful

in demonstrating sustainability performance to the supply chain, including downstream brands and retailers that are looking to farmers to measure their environmental impacts and document and demonstrate their performance over time.

"The Fieldprint Calculator is a translation tool. Sometimes we find ourselves speaking in different languages even though we mean the same thing," he said. "We can use the Fieldprint Calculator to help show the consumer what it is that we've done to make our land, water and air better than it was when I started farming. The Calculator provides the documentation that allows that translation of languages from the agricultural community to the consumer and all the people in that value chain in between."

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"We can use the Fieldprint® Calculator to help show the consumer what it is that we've done to make our land, water and air better than it was when I started farming."

— Mark Jackson,  
5th generation farmer,  
Rose Hill, IA

# A Pursuit of **Innovation Advances Environmental Outcomes**

**K**amren Koompin strives to stay on the cutting edge of sustainability practices for his family's 7,000-acre farm where he grows wheat, potatoes, corn, canola and safflower in American Falls, ID. A third generation farmer, Kamren is a leader in his agricultural community, implementing on-farm innovations and helping other farmers learn from his best management practices.

Determined to create a legacy for future generations, Kamren is dedicated to a journey of continuous improvement.

Kamren was one of the first farmers to enroll in the Southeast Idaho Wheat Fieldprint® Project, led by General Mills and Syngenta, analyzing the sustainability performance of his wheat fields using the Fieldprint® Calculator. Kamren has since expanded into rotational crops with other food and beverage companies, including supplying potatoes for Simplot and PepsiCo. By tracking progress against environmental outcomes based on specific management decisions, he has documented and demonstrated the results of his stewardship and conservation efforts to share with downstream customers while also managing the bottom line.

"When we started using the Fieldprint Calculator, it really put into visual detail how sustainable we were to begin with. Then, as the years went on, there were several field cultivation practices that we were willing to try



because when we plugged them into the Fieldprint Calculator, we could see the difference they make," shared Kamren.

One of the most innovative farm practices Kamren has implemented is the use of high residue cover crops in between the rotation of grains and potatoes, realizing he could increase soil quality and water use efficiency.

Following potatoes, Kamren plants canola, which stays in the ground for up to 15 months, or two seasons. With this management decision, he increases the quality and yield of potatoes by reducing soil-borne disease and pests.

He also rotates corn and wheat to increase water use efficiency and yield. When wheat is planted after a corn crop, the residue from the corn helps retain soil moisture, so Kamren can irrigate less frequently.

"That was something we were able to see visually on the Fieldprint Calculator. Having

the Calculator provided a better and different way to look at it," asserted Kamren.

Kamren uses green manure crops, a practice that incorporates forage crops, like alfalfa or clover, into the soil while they are green or soon after they flower to reduce erosion and build soil organic matter, by fixing nitrogen into the soil. He has also instituted variable rate fertilizer and irrigation application techniques and uses minimum tillage practices to burn less diesel.

"Doing well as a business, making profit from year to year, is very closely tied to maximizing outputs with the minimal amount of inputs," highlighted Kamren. "With the Fieldprint Calculator, it helps us visually analyze areas like energy use efficiency and see, at year's end, how it directly affects our bottom line when it came down to yield. We might not have been able to see it as well without the Fieldprint Calculator. It lets me see which of the practices I've implemented actually make an impact."

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"Doing well as a business, making profit from year to year, is very closely tied to maximizing outputs with the minimal amount of inputs. With the Fieldprint Calculator, it helps us visually analyze areas like energy use efficiency and see, at year's end, how it directly affects our bottom line."

— Kamren Koompin, 3rd generation farmer, American Falls, ID





# CATALYZING CONTINUOUS IMPROVEMENT

**B**uilding upon Field to Market's foundation of measuring the environmental performance at the field and landscape level, we seek to catalyze continuous improvement by helping farmers identify opportunities to improve productivity, profitability and environmental outcomes.

By partnering with existing continuous improvement tools, technologies, programs and initiatives including local crop advisers, agronomic experts, NGO-led initiatives and USDA resources—we seek to expand our efforts from measuring performance over time to working with a range of partners to help farmers improve biodiversity, responsible land use, soil conservation, soil carbon and water quality and water use efficiency while reducing energy use and greenhouse gas emissions.

# Partnerships Across the Supply Chain Drive Continuous Improvement, Helping Meet Corporate Commitments

“ We’ve been growing soybeans as long as I can remember,” shared Kenny Sutter, a farmer from Pleasantville, Iowa. Three generations of Sutters are currently working to grow corn, soy and alfalfa on land originally homesteaded in the mid-1800s.

Using technology to adapt modern management practices, the Sutters have made strides to improve that same land and grow more resilient crops. In the process, they’ve also helped make many potato salads and BLT sandwiches, as their soybeans are crushed into oil used in Unilever’s Hellmann’s mayonnaise.

“We are stewards of the land. We are stewards of the world,” emphasized Kenny. But sustainability isn’t just about



Kenny Sutter (middle) pictured with his wife, sons, daughters-in-law and granddaughter.

being a good steward of the environment. For Kenny, it’s preserving a way of life for generations to come. Working together with his family seven days a week, is one of the privileges of farming. A privilege he hopes to pass down

to his great grandchildren and their children for years to come.

## Strategizing to Achieve Ambitious Goals

As one of the world’s leading consumer goods companies, Unilever recognizes its outsized impact and responsibility to work for positive change. As part of its Sustainable Living Plan, Unilever is committed to sourcing 100 percent of its agricultural raw materials sustainably and halving the company’s environmental footprint across all of its products by 2020. This means not just working within the four walls of Unilever’s manufacturing operations but partnering upstream with the hundreds of suppliers and farmers that produce





the ingredients used in the company's products.

To put the Sustainable Living Plan into action, Unilever mapped its complete supply chain, from farmers to manufacturing processes, to proactively identify opportunities to change the way it does business.

Through this process, Unilever uncovered that its biggest footprint—approximately 50 percent—resided at the farm level, in the production of ingredients used in its products.

In the U.S., that meant crafting a strategy to sustainably source soybeans, as the company buys more soy than any other crop. As a result, Unilever set a goal to ensure all its soybean oil—used in products like Hellmann's mayonnaise—is sustainably sourced by 2017. To reach this goal, Unilever is working with farmers like Kenny to measure, document and demonstrate the sustainability performance of their farming practices, while identifying opportunities to improve environmental outcomes.

### Embarking on a Journey of Continuous Improvement

In mapping its soy supply chain, Unilever discovered that nearly 100 percent of the soybean oil used in Hellmann's mayonnaise came from the Des Moines, Iowa crush facility of Archer Daniels Midland (ADM), a fellow member in Field to Market.

Priding itself on having long-lasting, direct relationships with farmers, ADM has been out on the road enrolling interested farmers in the Iowa



Sustainable Soy Fieldprint® Project. ADM works with farmers to track and enter input data from their farms and analyze field level performance on sustainability indicators like land use, soil conservation, soil carbon, irrigation water use, water quality, energy use and greenhouse gas emissions. Forty-three farmers and 44,257 acres were enrolled in the project's first year.

"Our farmers have been incredibly engaged to work one-on-one with us to be part of a project that connects the soybeans they responsibly produce to a product that families across the country have in their kitchens," highlighted Paul Scheetz, commercial manager for ADM Des Moines. "By connecting consumers with where their food comes from, Unilever is helping tell the farmer's story and showcase the results of their stewardship and conservation of the land they farm on."

Unilever and ADM partnered with World Wildlife Fund (WWF), the Iowa Soybean Association (ISA) and the United Soybean Board (USB). WWF provided important advice on how to structure the project to deliver conservation outcomes, while ISA helped host some of Unilever's first meetings with growers and

the ISA Board of Directors. USB is helping Unilever comply with social requirements set in the company's Sustainable Agriculture Code.

### Offering Opportunities

Stefani Millie Grant, senior manager of External Affairs and Sustainability at Unilever, has encouraged farmers to join with brands like Hellmann's mayonnaise on this journey of continuous improvement. By utilizing an outcomes-based approach, both ends of the supply chain benefit from this focus on documenting and demonstrating improvements over time. This approach offers Unilever the aggregate data needed to measure progress against corporate sustainability commitments and communicate these efforts to consumers, while enabling farmers to make independent management decisions based on what works best for their unique growing conditions, realizing benefits for the environment and their bottom lines.

"We're not coming in to tell them how to farm. That's not our expertise; they're the experts," asserted Stefani. "We understand that each farm and field is different, and we want to work with farmers to see if we can find ways to help them continue to make

"We're not coming in to tell them how to farm. That's not our expertise; they're the experts. We understand that each farm and field is different, and we want to work with farmers to see if we can find ways to help them continue to make improvements, which they're already doing anyway because they always want to try to improve yields and optimize inputs."

— Stefani Millie Grant, Senior Manager, External Affairs & Sustainability, Unilever





improvements, which they're already doing anyway because they always want to try to improve yields and optimize inputs."

"We're there to truly forge a partnership with farmers, and maybe we can add value along the way, by helping them consider a practice or technology that they haven't thought about using before," Stefani said.

### Managing for the Future

Specifically, Kenny and his family have adopted several new practices through participating in the project. These include using no-till and minimum-till processes to keep plant matter on top of the field to prevent soil from washing away.

In addition, Kenny and his family use cover crops in the winter, including cereal rye, to help retain soil moisture and store nutrients for the next season. They also use contour strips around their soybeans to improve

irrigation and water quality. A key learning from the Project helped Kenny reduce greenhouse gas emissions (GHGs), an important outcome for Unilever, and save on fuel costs, a key component that helps improve the farm's bottom line.

"He was looking at his outcomes and realized that if he put a new grain bin up closer to Des Moines, he would cut his fuel consumption and GHG emissions," said Stefani. After analyzing his options, Kenny and his family are now storing their harvested soybeans in a new silo on the north side of the farm, closer to ADM, to optimize energy use and reduce emissions.

These practices have also enabled Kenny to manage for the whims of Mother Nature, like heavy rains and strong winds that can cause the loss of acres. By making changes to improve the sustainability of his farming practices, he's been able to mitigate damage. As

a result of these changes, the Sutter family's soybean crop has been stronger and more resilient, with fuller harvests.

### Partnering with Farmers to Pursue Innovation

Just as Kenny has adopted new practices that work for his farm and his growing conditions, other farmers enrolled in the Iowa Sustainable Soy Fieldprint Project receive similar assistance to try new techniques, like cover crops, to help improve their sustainability outcomes.

"Based on interest from our farmers, hearing that commodity prices were low and the economics behind cover crops were tough, we worked with the Iowa Department of Agriculture to find some cost-share funding for growers that wanted to try cover crops," Stefani shared.

Unilever and ADM partnered with the Conservation Technology Information Center (CTIC), DuPont Pioneer, La



Crosse Seed and the Practical Farmers of Iowa (PFI) to connect farmers to this funding opportunity. La Crosse Seed provides discounted seed for participating farmers and also hosts demonstration plots with DuPont Pioneer and PFI. Farmers also have access to technical assistance from PFI, which offers one-on-one consultations with farmers to ensure the right seed mix is used and that planting and termination techniques are fully understood. The cost-sharing program is managed by CTIC, who helps oversee the funding.

Any farmer who participates in the Iowa Sustainable Soy Fieldprint Project can apply for cost-share funds to expand sustainability practices at the farm level. These farmers also receive sustainability education. The group has already exceeded this year's goal of enrolling 10,000 acres in the cost-share program.

### Commitments to Long-Term Improvements

"We're in this for the long-haul," asserted Stefani. Unilever wants farmers to look to the company as a long-term partner on their journey of continuous improvement and a market for their responsibly produced soybeans. Each year, Unilever and ADM hold annual meetings with participating farmers and discuss the data analysis of the aggregated farmers' environmental outcomes and help them pursue opportunities for improvement.

"We always have a continuous improvement element involved in our meetings and conversations with farmers, whether it's breakout sessions

on cover crops or nutrient management," said Stefani. "This year, ADM had an Iowa State Agronomy professor come in and talk about soil health and the different tools farmers should consider having in their toolboxes."

"We are committed to partnering with farmers on a journey of continuous improvement and welcome the opportunity this project offers to help them identify innovative practices that ensure the long-term viability of their farms," emphasized Paul.

### Solving for Sustainability

"Collaboration and partnership is still a huge part of our program today," Stefani emphasized. "With Field to Market, you have everybody from the grower groups to the manufacturers, to agribusiness, to the non-governmental organizations, all at the same table agreeing to use the same metrics and agreeing how sustainability is defined."

In 2015, more than 50 percent of the soybeans used in

Hellmann's brand were sourced from 382 participating farmers in the Iowa Sustainable Soy Fieldprint Project who collectively manage 481,000 acres. By documenting and demonstrating continuous improvement in key environmental outcomes through use of the Fieldprint® Calculator, these farmers are helping Unilever meet its corporate commitment to sustainably source 100 percent of their soybeans.

Both ADM and Unilever support Field to Market's approach to sustainability—recognizing that sustainability is a journey, not a destination. This method underscores how essential every link of the supply chain is in delivering sustained improvements in key environmental outcomes.

According to Stefani, Unilever is on track to meet its goal of sustainably sourcing soybeans in 2017. "By the end of next year, we aim to source all of our soy that we use in the U.S. from farmers committed to a journey of continuous improvement," said Stefani. "Field to Market's been the key."




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"We are committed to partnering with farmers on a journey of continuous improvement and welcome the opportunity this project offers to help them identify innovative practices that ensure the long-term viability of their farms."

— Paul Scheetz, Commercial Manager, ADM Des Moines



# Driving Continuous Improvement in Productivity and Environmental Outcomes

## SUSTAINABILITY SPECIALTY COMPETENCY AREAS

### Communicating Sustainability:

1. Basic Concepts of Sustainability
2. Factors Driving Sustainability
3. Identifying and Communicating Outcomes
4. Engagement with Stakeholders

### Environmental and Resource Stewardship:

1. Land
2. Water
3. Air Quality
4. Energy

### Value Chain:

1. Basic Value Chain Concepts
2. Food Safety, Food Quality, Sustainability
3. Social Implications and Metrics
4. Measuring and Assessing Sustainability

In recent years, the entire agricultural supply chain has been working collaboratively to respond to consumer demands for more sustainable food production. Consumers and farmers are interested in sustainable production and best management practices that can help protect the environment while improving profitability.

The American Society of Agronomy (ASA) creates credible resources for farmers to implement more of these practices on their farms. ASA is expanding its International Certified Crop Adviser (ICCA) Program, which provides the standard and benchmark for practicing agronomy professionals, to develop a specialization around sustainability for CCAs.

Increasingly, CCAs are invaluable resources to farmers across the country, as they provide trusted advice and counsel on agronomic practices. The Sustainability Specialty Certification broadens the traditional agronomic perspective with an expanded focus on environmental, economic and social factors. In fact, the advisory committee selected Field to Market's definition of sustainability to guide the certification.

Field to Market is proud to partner with the ASA and served on both the development and exam committees to create the Sustainability Specialty.



A Certified Crop Adviser shares best management practices with farmers that help improve productivity and protect the environment.

"The CCA Program is very grateful to Field to Market for their involvement in developing the Sustainability Specialty. In addition, participating in the Alliance has made it possible to find the people that can help us build this and the relationships that are being formed around it," shared Luther Smith, director of Professional Development and Business Relations for ASA.

Providing input on the required knowledge and skills that would be evaluated in the Sustainability Specialty exam, we helped reach alignment with the committee on 12 competency areas. We also worked with the exam committee to craft questions that would evaluate whether a CCA would be qualified to advise farmers on sustainability performance.

"The CCAs that have this specialty are going to be talking about continuous improvement,

identifying sustainable practices and using the Fieldprint® Calculator with the growers," explained Luther.

This Specialty creates an exciting opportunity for the scaling of Field to Market's Supply Chain Sustainability Program, as the conversation around sustainability can now be embedded into existing discussions farmers are having with trusted advisers around agronomic performance.

"The specialty will help us make sustainability more mainstream. With more and more producers adopting more sustainable production practices over time, we will continue to move the needle in the right direction," Luther shared. "By helping growers adopt more sustainable crop production practices, CCAs will help satisfy the future demands of the food industry and consumers."

**sus-tain-able ag-ri-cul-ture:** n. The ability to meet the needs of the present while preserving the ability of future generations to meet their own needs by improving productivity to meet future food, fiber and fuel demands; improving the environment; improving human health; and improving the socio-economic well-being of agricultural communities.



# The Power of Partnership in Driving Conservation at the Landscape Level

Helping producers improve the environment while maintaining a vibrant agricultural market depends on a robust collaboration between the public and private sector. The launch of the Regional Conservation Partnership Program (RCPP) by USDA's Natural Resources Conservation Service responded to this need, forging public-private partnerships to advance conservation at the landscape level.

In its first round, USDA awarded \$370 million in funding to over 100 high-impact conservation projects across the nation, including a RCPP project with more than 40 collaborating partners, led by Ducks Unlimited and USA Rice. The Rice Stewardship Partnership – Sustaining the Future of Rice RCPP Project was awarded one of the most significant grants in the first round, with \$10 million over four years.

Tackling the challenge of sustaining rice on the landscape, Ducks Unlimited and USA Rice set out to provide financial and technical assistance opportunities to rice growers to help improve the efficiency of irrigation water use and minimize water quality impacts in three critical regions: California's Central Valley, the Gulf Coast and the Mississippi River Valley.

USA Rice, the leading trade association for all segments



of the U.S. rice industry with engaged membership in all six major rice-producing states, was able to connect partners from across the entire supply chain and capture widespread support. Ducks Unlimited, a non-profit conservation organization that conserves and restores North American waterfowl and wetland habitat, harnessed the expertise of their biologists, engineers and grant administrators to shepherd the grant application.

"The Regional Conservation Partnership Program gave us an opportunity to flesh out what conservation practices are needed across the entire rice industry to ensure that rice can be cultivated for

generations to come," shared Dr. Scott Manley, director of Conservation Innovation at Ducks Unlimited.

The Partnership's vision is to conserve three of the nation's important natural resources: working ricelands, water and wetland wildlife. Ensuring adequate supplies of water is fundamental to sustaining the future of rice. And more than three million acres of rice across the country provide not only a working wetland that grows crops and food to feed the world, but also a very valuable habitat for waterfowl, according to Scott.

"What's good for rice is good for ducks," emphasized Scott.

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“We should all want to participate in partnerships that result in a more common understanding of agriculture’s sustainability efforts. Many people aren’t aware of the habitat working wetlands provide nor of what a producer has to do to save water, fertilizer and money while still feeding the world.”

— Dr. Scott Manley,  
Director of Conservation  
Innovation, Ducks  
Unlimited



The partners are working to ensure that rice production is both economically and environmentally sustainable by helping rice farmers adopt practices that maximize fertilizer uptake, minimize nutrient and soil losses and prevent pesticide losses. The Fieldprint® Calculator is being used to monitor the efforts of 800 rice producers to address water conservation, water quality, wildlife management and energy conservation across 380,000 acres in Arkansas, California, Louisiana, Mississippi, Missouri and Texas.

Field to Market is a proud partner of this project, which is also supported by several Alliance members, including BASF, Bunge, Dow AgroSciences, Kellogg Company, Syngenta, The Nature Conservancy and Unilever.

Combining public and private dollars, the RCPP has brought an extra \$10 million in financial

and technical assistance to rice producers across the six states. For growers, the project has provided additional financial support for conservation projects, boots on the ground to help apply for and execute projects, and a greater understanding of the conservation efforts and benefits of the rice industry, Scott explained.

“Field to Market and the Fieldprint Calculator help answer how we are monitoring, evaluating and bringing support to the project,” said Scott. “We are an extension of Field to Market in all of our work because it’s pulling all of us committed to moving the needle on sustainable agriculture in the U.S. together.”

Scott encouraged other supply chain partners to become involved in projects like the Rice Stewardship Partnership where innovative leaders can partner with farmers on a journey of continuous

improvement—working together to conserve important natural resources, create cleaner water and air, healthier soil and enhanced wildlife habitat at a landscape level.

“We should all want to participate in partnerships that result in a more common understanding of agriculture’s sustainability efforts. Many people aren’t aware of the habitat working wetlands provide nor of what a producer has to do to save water, fertilizer and money while still feeding the world,” asserted Scott. “Working together with dedicated members across the supply chain is the most certain way to create positive outcomes for agriculture and allow producers to tell their story to a much wider audience.”





# ENABLING SUPPLY CHAIN SUSTAINABILITY CLAIMS

Collaboration and transparency within the supply chain is key to answering consumer questions on where and how their food, fiber and fuel are produced. Field to Market is working to develop protocols and processes that aggregate field-level data while protecting individual farmers' data privacy, enabling downstream companies to characterize the sustainability of their sourcing regions and make supply chain sustainability claims.

By aggregating grower data in a standardized and anonymized fashion, Field to Market will enable Participation, Measurement and Impact Claims for supply chain members. Field to Market's membership is currently developing associated verification processes for these claims to meet international standards for transparency, stakeholder engagement and demonstrated impact.



# Governance in Action: Dedicated Members Collaboratively Shape Our Verification Framework

What makes Field to Market unique is the commitment and collaboration demonstrated by each of our members in the multi-stakeholder process that governs the Alliance. Every step along our journey is a result of balanced representation, robust participation and vibrant discussions among our members, where trust is built along the way through understanding and shared compromise. Countless hours were spent in 2015 working through challenging issues and questions to enable the three tiers of sustainability claims Field to Market offers in our Supply Chain Sustainability Program— Participation, Measurement and Impact.

could be universally adopted by stakeholders across the food and agriculture value chain.

“The Working Groups have a balance of the sectors, and representatives from each sector provide different perspectives which enable the Working Group to consider a broad range of possibilities and outcomes,” emphasized Sally Shaver, representing the National Corn Growers Association.

## The Path to Enabling Measurement Claims

After much research and discussion, the Verification Working Group set out to enable Measurement Claims based on needs expressed by Field to Market membership and a framework recommended by the ISEAL Alliance, a global accreditation initiative that works to strengthen sustainability standards systems.

“We had to ask, as a multi-stakeholder initiative, how we do want our tools used and how can we create standardized processes and protocols for our program,” explained Franklin Holley, co-chair of the Verification Working Group and manager of Agricultural Commodities for World Wildlife Fund. “There were two risks in particular we wanted all Fieldprint® Projects to address: What’s your mechanism for getting quality data from your growers and how are you attempting, to the best of your ability, to avoid bias in field selection?”

The Working Group established a protocol to guide members in addressing these risks, which requires members to register every Fieldprint Project and create a risk management plan, while also developing a strategy for how the project will engage growers on a journey of continuous improvement.

“Given that the Fieldprint® Calculator is not a farm-level tool, we had to make decisions about how fields and farms entered into the Calculator would be accounted for,” Franklin shared. “It wasn’t feasible to require every project to measure every field of every farm, so we had to determine

## FIELD TO MARKET’S SUPPLY CHAIN SUSTAINABILITY CLAIMS

**Participation:** Communicates participation in the Alliance, expressing support for and engagement in building solutions and advancing continuous improvement in the sustainability of commodity crop production.

**Measurement:** Measures progress in engaging growers and acreage in measuring continuous improvement in years 1-4 of Fieldprint® Project. Documents intent to contribute sustained improvements or reductions against Field to Market’s outcomes-based metrics and demonstrates a one-year snapshot of aggregate environmental outcomes from Fieldprint Project.

**Impact:** Quantifies actual sustained improvements or reductions against Field to Market’s outcomes-based metrics, demonstrating an improved trend line and assessing performance against a Fieldprint Project’s five-year benchmark.

The Verification Working Group was formed to create the process of verifying and substantiating these claims in a credible manner. Each of Field to Market’s membership sectors appointed four representatives to collectively wrestle with key challenges and questions in a way that would produce aligned objectives and policies, which



what a feasible yet sound option would be to allow Field to Market to collect meaningful data to enable sustainability claims, while not creating undue hurdles that would hamper our ability to engage farmers.”

In shaping the enrollment methodology for Fieldprint Projects, the Working Group agreed on a minimum requirement: all Fieldprint Projects must work with participating farmers to assess the sustainability performance of 10 percent of the total acres of any given crop under management using the Fieldprint Calculator. This allows learnings from these fields to be applied to their larger operations, while not creating a significant barrier to entry in enrolling farmers in a project.

### Reaching Consensus

In November, the Working Group was ready to bring the methodology and protocols to the Board of Directors and General Assembly for approval. At that meeting, the Board conditionally approved the methodology and protocol for Measurement Claims and Fieldprint Project reporting, requesting that the Working Group create sample registrations, plans, reports and claims requests that could be utilized in training Field to Market’s diverse membership and also determine an internal dispute resolution process to resolve any concerns with a member’s proposed or issued claim. With these conditions in place, the methodology and protocol was unanimously approved by the General Assembly.

“Enabling a Measurement Claims methodology and protocol set Field to Market on a pathway to emerge onto the global standards stage, while also providing the momentum needed to address Impact Claims, which will enable members to measure change over time and report out on progress and outcomes achieved,” Franklin highlighted.

As with any coalition, reaching consensus is often a hard-won feat. The accomplishment of finalizing the processes and protocols for Measurement Claims set precedents that not only shape the future of our organization, but also create the necessary enabling conditions required to ensure that Field to Market can support rigorous and credible sustainability claims.

“By utilizing a multi-stakeholder approach, the credibility and applicability of the verification process is enhanced. It is important for the

long-term success of Field to Market that a strong, credible verification process is in place,” emphasized Jane Stautz, global sustainability leader for Dow AgroSciences. “The conversations, and yes—sometimes, debates—have challenged all of us to think more broadly and with all stakeholders in mind and remember that we’re working towards a common goal—advancing sustainable agriculture.”

### Greater Transparency and Visibility into Complex Supply Chains

Through the hard work and dedication of this Working Group, Field to Market’s verification process responds to the increasing demands of consumers for greater supply chain accountability and transparency. With approved methodology and protocols developed by our diverse multi-stakeholder initiative, consumers can have confidence in credible claims made by participating companies conveying their efforts to deliver improved environmental outcomes for agriculture.

“Field to Market has provided the means to establish one agreed-upon set of environmental metrics for large acre field crops that are accepted and used across each and every step of the supply chain,” explained Keith Newhouse, co-chair of the Verification Working Group and director of Business Development for Land O’Lakes. “This agreed-upon method for reporting these measurements provides us with a way to transparently provide information about the environmental footprint of the supply chain we touch and the means to set baselines and measure continuous improvements.”

Field to Market has also ensured that complex supply chains can continue to benefit from the efficiencies and economies of scale offered by a commodity system, while providing greater transparency and visibility into the sustainability of commodity crop production.

“Successfully working through the development of the Measurement Claims guidance has provided a forum for engagement of the interested sectors to understand the pressure points of other sectors in the sustainability arena, to educate each other about our respective sectors, and to seek a valid process not only to document agriculture’s past successes but to achieve a credible pathway toward continuous improvement,” Sally highlighted.

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“By utilizing a multi-stakeholder approach, the credibility and applicability of the verification process is enhanced. It is important for the long-term success of Field to Market that a strong, credible verification process is in place.”

— Jane Stautz,  
Global Sustainability  
Leader,  
Dow AgroSciences

# VISION FOR THE FUTURE

With all that we accomplished in 2015, we look forward to what is sure to be another watershed year for Field to Market as we transition from designing our Supply Chain Sustainability Program to scaling and implementation. We are casting a bold vision for what we hope to accomplish next year, with your continued engagement and contribution to advancing Field to Market's mission.

## **Refining our metrics to reflect the latest science.**

At the end of 2015, the Metrics Working Group and Board of Directors established standard protocols and schedules for metric review and revision. Moving forward, the organization will review each of the eight sustainability metrics every three years on a rotating basis.

The Metrics Working Group has spent considerable time reviewing the water quality and greenhouse gas emissions metrics, and in 2016, we will continue these efforts to incorporate the best available science. Our greenhouse gas emissions subgroup will finalize updated N<sub>2</sub>O emissions factors for corn, soy and wheat, as well as refine our approach to measuring methane emissions from rice cultivation.

We will also work to transition our water quality metric from a qualitative assessment to a quantitative approach. This will help us improve how we measure progress in reaching our programmatic goal to deliver sustained contributions to solving regional water quality problems by reducing sediment, phosphorus, nitrogen and pesticide loads from U.S. cropland. We will invest in developing a field-scale water quality metric that will allow producers and supply chain partners to identify water quality improvements through better management and optimization of nutrient and chemical use, while improving soil conservation.

With these updates, Field to Market will cement its role as the go-to measurement tool for smart, innovative companies who want to examine how data can help drive better farming practices and environmental outcomes.

## **Ensuring access to sustainability measurement, wherever a farmer turns.**

We are on the cutting edge of mainstreaming sustainability and creating a system that is broadly applicable and accessible to all farmers in the U.S. and an approach that moves everyone forward on a journey of continuous improvement.

Although we've released two previous generations of the Fieldprint® Calculator, the agriculture data and technology space continues to evolve quickly. We need to ensure our tool meets the needs and challenges of producers, specifically decreasing the burden of data entry. One of our goals next year is to create a Fieldprint Platform that integrates our metrics and algorithms into a myriad of farm management and record keeping software.

This integration will greatly increase farmers' abilities to measure the environmental performance of their management practices and respond to demand from downstream brands and retailers to demonstrate continuous improvement. To advance this goal, we intend to hire a data & technology director, thanks in part to generous support from USDA's Natural Resources Conservation Service, which is providing a two-year grant to evaluate data needs around sustainability and explore strategies to improve interoperability between systems.





### **Cementing Field to Market as a trusted solution for the food, farming and agriculture industry.**

In 2016, we will finalize verification protocols that will help to enable and support Impact Claims across the supply chain, creating a credible verification approach that is transparent, scalable and consistent for our stakeholders.

Field to Market's General Assembly adopted Measurement Claims protocols last year, which helped establish a standard process for how companies characterize their engagement in key sourcing regions. Next year, we will release more specific Fieldprint Project reporting requirements and improved guidelines for initiating sustainability claims.

A credible verification system means that the data Field to Market collects will continue to be more meaningful and allow us to track progress towards supply chain goals with a degree of standardization and certainty.

### **Together, we are the rising tide that lifts all ships.**

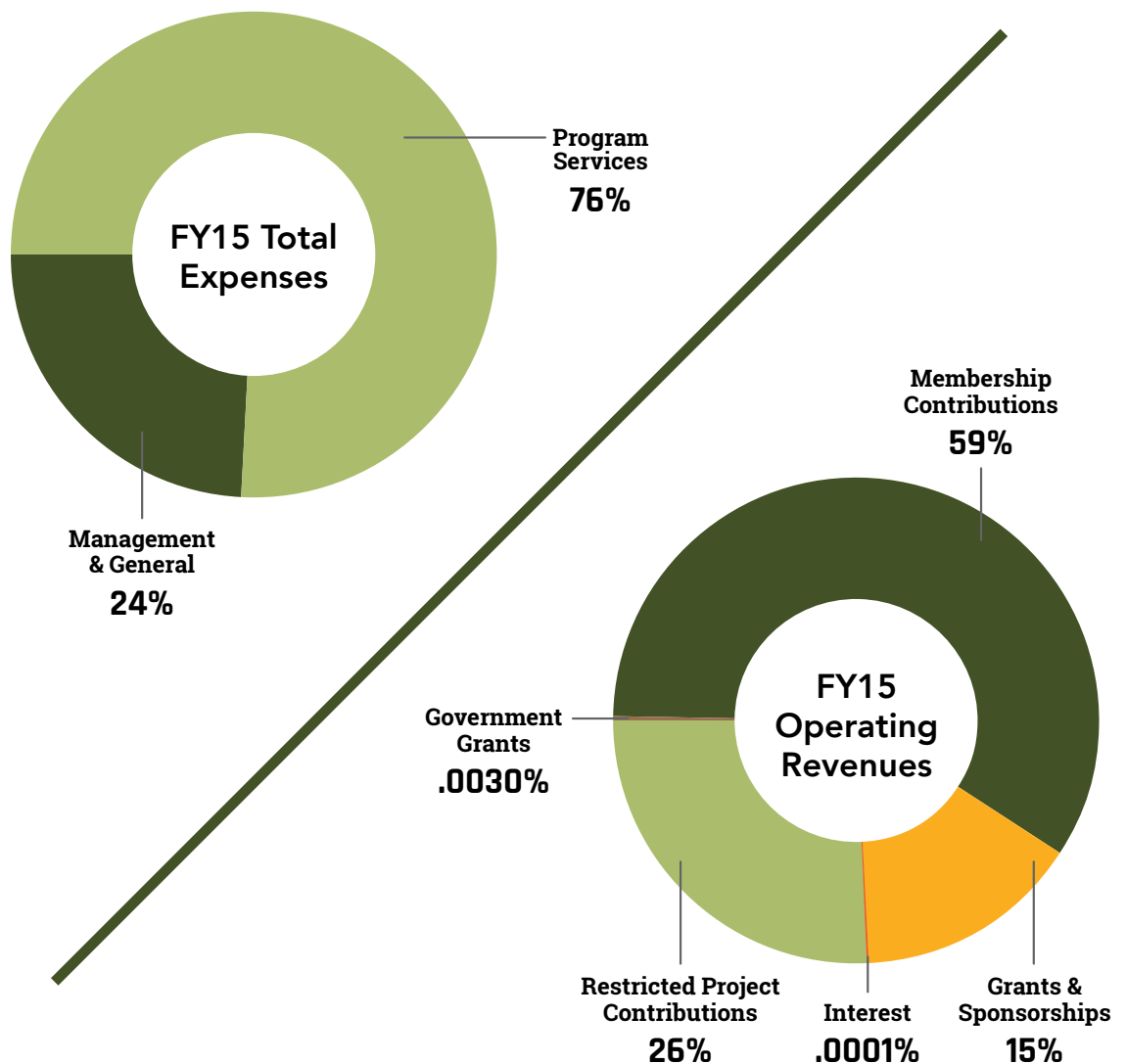
The growth and momentum of the Alliance in 2015 is thanks in no small part to our members and supporters' active engagement and contribution to advancing Field to Market's mission and vision. The challenge of mainstreaming sustainability of commodity crop production is no small task. But the potential of our collective efforts will be transformative.

Even incremental progress at a large scale can have a tremendous difference in environmental outcomes. Field to Market remains committed to uniting the supply chain to deliver sustainable outcomes for agriculture. Through our shared efforts, we will catalyze positive change and produce real benefits for both farmers and the environment. Thank you for joining us on this journey. We look forward to continuing to partner with you in the year ahead.

# 2015 FINANCIALS

Delivering sustainable outcomes for agriculture requires dedicated and ongoing commitment. The diversification of our funding base in fiscal year 2015 demonstrates that our members and supporters understand the importance of investing in efforts to influence sustained conservation results that make a difference for farmers, the supply chain and the planet. As a nascent organization, the total expenses realized in fiscal year 2015 supported the development of our program to advance sustainable agriculture, while also enabling the infrastructure needed to sustain the organization for the long-term. We are grateful for your support and recognize our ongoing responsibility to steward your investment well, while delivering strong results for the environment and the productivity of U.S. agriculture.

The financial results depicted here are derived from Field to Market's audited December 31, 2015, consolidated financial statements, which contain an unqualified audit opinion. Field to Market's complete, audited financial statements can be obtained online at [fieldtomarket.org/annualreport](http://fieldtomarket.org/annualreport) or by calling 202-540-8023.



# COMBINED STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

| FOR THE YEAR ENDED IN DECEMBER 31, 2015 |

<b>REVENUE AND SUPPORT:</b>	<b>Unrestricted</b>	<b>Temporarily Restricted</b>	<b>Total</b>
Membership Contributions	\$1,397,500	\$50,000	\$1,447,500
Grants and Sponsorships	51,497	317,200	368,697
Restricted Project Contributions	-	625,000	625,000
Government Grants	-	7,500	7,500
Interest	354	-	354
Net Assets Released from Restrictions	521,729	(521,729)	-
<b>TOTAL REVENUE AND SUPPORT</b>	<b>\$1,971,080</b>	<b>\$477,971</b>	<b>\$2,449,051</b>
<b>EXPENSES:</b>			
<b>Program Services:</b>			
Membership and Communications	\$330,032	-	\$330,032
Goals and Regional Mapping	67,139	-	67,139
Information, Communications and Engagement	203,838	-	203,838
Metrics	255,710	-	255,710
Midwest Row Crop Collaborative	79,324	-	79,324
Technology	329,284	-	329,284
Verifications	144,005	-	144,005
<b>Total Program Services</b>	<b>1,409,332</b>	<b>-</b>	<b>1,409,332</b>
<b>Management and General</b>	<b>437,294</b>	<b>-</b>	<b>437,294</b>
<b>TOTAL EXPENSES</b>	<b>\$1,846,626</b>	<b>-</b>	<b>\$1,846,626</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$124,454</b>	<b>\$447,971</b>	<b>\$602,425</b>
<b>NET ASSETS: BEGINNING OF YEAR</b>	<b>144,837</b>	<b>370,000</b>	<b>514,837</b>
<b>END OF YEAR</b>	<b>269,291</b>	<b>847,971</b>	<b>1,117,262</b>



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# THANK YOU

Field to Market would like to express our sincere thanks to our members and funding partners who have generously invested in our work over the past year. Through their support, we continue to advance and scale sustainable outcomes for U.S. agriculture.



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