



Field to Market®

2020 / ANNUAL REPORT



MEETING THE MOMENT

A YEAR OF RESILIENCY AND COLLABORATION

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DEAR STAKEHOLDERS

Between a global pandemic, severe climate impacts and historic social and political upheaval, 2020 reshaped the food and agriculture system along with the entire global economy. From natural disasters to supply chain disruptions, farmers often found themselves on the frontlines in a year of unprecedented challenges and change. At the same time, the broader industry has increasingly acknowledged the urgency of building a more resilient food and agriculture system.

In the spirit of pre-competitive collaboration, members across the Alliance have demonstrated a renewed commitment to advancing sustainable agriculture from the ground up. This report explores important milestones from 2020, including:


- **A record-breaking year for member engagement** with the introduction of sixteen new member organizations and nearly ninety percent of members actively participating in innovative programming, including a Climate Week Cross-Sector Dialogue, the inaugural Continuous Improvement Academy and annual Sustainable Agriculture Summit;

- **Continued growth of our Continuous Improvement Accelerator**, with more than seventy member organizations actively supporting farmers in advancing continuous improvement through seventy locally-led projects across 4.5 million acres of farmland;
- **Pivotal thought leadership** through the release of four major reports, including an analysis of trends in responsible pest management, a compendium of industry climate commitments, a report on the impact of farm financial health on conservation adoption and a survey examining farmer attitudes about sustainability; and
- **Our commitment to advancing a more just, equitable and sustainable food and agriculture system** through the formation of a new board-level Subcommittee on Racial Justice, Equity and Inclusion, acknowledging the important work that must be undertaken to dismantle systemic racism in agriculture.

We are grateful for the steadfast commitment of our members, who have continued to dedicate

time and expertise to strengthen our programs and governance. On behalf of the entire Field to Market staff and Board of Directors, we would like to thank you for your continued support and dedication to our ambitious vision, mission and goals. We look forward to an even stronger 2021 as we work to scale sustainable agriculture to support resilient ecosystems and enhance farmer livelihoods.

Regards,



Rod Snyder, *President*



Brandon Hunnicutt, *Chair*



ABOUT US

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

In the past year, America's farmers have faced unprecedented system shocks, from supply chains disrupted by a global pandemic to extreme weather impacts caused by climate change, underscoring the urgency for our industry of this moment.

Our Definition of Sustainable Agriculture

Field to Market defines sustainable agriculture as meeting the needs of the present while improving the ability of future generations to meet their own needs by:

- **Increasing productivity** to meet future food, feed, fiber and fuel demands
- **Improving the environment**
- **Improving human health**
- **Improving the social and economic well-being** of agricultural communities

We believe no one organization can meet the complexity of this challenge alone. By uniting nearly 150 member organizations across the full food and agriculture value chain behind a shared vision, Field to Market drives collective action to tackle the most pressing challenges facing agriculture, society and the planet.

Our Vision

To harness the collective action of the agricultural value chain to support resilient ecosystems and enhance farmer livelihoods.

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 value chain for continuous improvements in productivity, profitability and environmental outcomes

OUR GOALS

Field to Market strives to meet the challenge of producing enough food, feed, fiber and fuel for a rapidly growing population while conserving natural resources and improving the ability of future generations to meet their own needs.

Recognizing that a critical component of any sustainability goal is the maintenance of economic viability, the Alliance provides 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 INTERDEPENDENT GOALS:



BIODIVERSITY

Supporting diverse species and ecosystems by conserving and enhancing habitats across U.S. agricultural landscapes.



ENERGY USE

Increasing energy use efficiency on U.S. cropland.



GREENHOUSE GASES

Reducing greenhouse gas emissions from U.S. cropland per unit of output, and sustained contribution to reducing the overall greenhouse gas emissions from agricultural landscapes.



IRRIGATION WATER USE

Improving irrigation water use efficiency and conservation on U.S. cropland.



LAND USE

Improving productivity on U.S. cropland.



SOIL CARBON

Increasing soil carbon sequestration on U.S. cropland.



SOIL CONSERVATION

Reducing soil erosion on U.S. cropland.



WATER QUALITY

Improving regional water quality through reduction in sediment, nutrient and pesticide loss from U.S. cropland.



Brandon Hunnicutt

Welcoming Our First FARMER BOARD CHAIR

Field to Market welcomed new officers for the organization's Board of Directors with the election of Brandon Hunnicutt of the National Corn Growers Association as chair, Jeremy Peters of the National Association of Conservation Districts as vice chair, Diane Herndon of Nestlé Purina as secretary and Michelle French of Archer Daniels Midland as treasurer. With the election of Nebraska farmer Brandon Hunnicutt as chair, Field to Market will be led for the first time by a grower, underscoring the importance of the central role that farmers must play in shaping sustainability programs and initiatives for the food and agriculture value chain in the United States.

Explore the full Board of Directors on page 63.

FEBRUARY

Identifying Opportunities for the U.S. Food and Ag Value Chain to ADVANCE RESPONSIBLE PEST MANAGEMENT



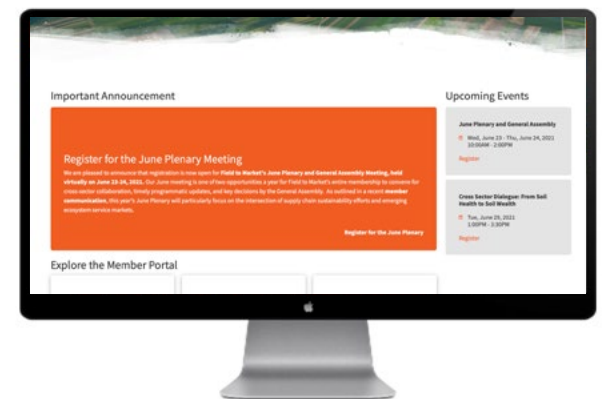
Field to Market released a report on *Trends in Pest Management in U.S. Agriculture*, analyzing barriers to progress and presenting available solutions for the food and agriculture value chain to take collective action to advance responsible pest management. The peer-reviewed report considered both the scientific literature and feedback from the grower community to evaluate how pest management has changed over the past several decades and offer recommendations for how all sectors of the value chain can support farming practices that improve productivity, profitability and environmental outcomes.

Discover the report's key findings on page 18.

FEBRUARY

Equipping Members with New Digital COLLABORATION TOOLS AND RESOURCES

Enhanced digital tools were launched for Field to Market's broad membership, unveiling new resources and capabilities for member organizations to maximize their collaboration with other members in the Alliance. The new Partnership Exchange enables members to connect and collaborate with other organizations who share common interests and leverage their combined scale and influence to advance sustainable agriculture, while an enhanced Member Portal houses a robust membership directory to foster collaboration and a learning center organizing key members-only resources in a user-friendly environment.



Learn how Field to Market members collaborate for impact on page 33.

APRIL

Deepening Engagement
THROUGH VIRTUAL EVENTS



As Field to Market’s team and membership adjusted to a new reality of remote work and virtual events during a global pandemic, members and stakeholders continued to engage virtually through a variety of engaging programming. An April Field to Market In Focus webinar brought together nearly 150 members and stakeholders to explore the organization’s science-based metrics and programs, while a follow-up webinar convened more than seventy-five member organizations to learn about the benefits of soil carbon sequestration and methodologies for measurement.

Learn more about our virtual convenings on page 24.

JUNE

Advancing Sustainable Outcomes for
COTTON IN PARTNERSHIP WITH
THE U.S. COTTON TRUST PROTOCOL

Field to Market and the U.S. Cotton Trust Protocol announced a new agreement that formalizes a partnership between the two organizations to document and accelerate sustainable outcomes for U.S. cotton production. The new partnership strengthens the ability of cotton growers and the value chain to drive continuous improvement, combining two of the industry’s leading sustainability assessment frameworks.

Learn more about our partnership with the U.S. Cotton Trust Protocol on page 39.



Explore the collective reach of our QDMP Network on page 31.

JUNE

Collaborating with The Seam to
REACH MORE FARMERS

The Seam and Field to Market announced the integration of the Fieldprint® Platform’s sustainability metrics into The Seam’s latest technology suite. Becoming Field to Market’s seventh Qualified Data Management Partner (QDMP), The Seam supports the U.S. Cotton Trust Protocol in providing a farmer-friendly platform for U.S. cotton farmers to assess and verify production practices, environmental footprint and progress measurement toward long-term sustainability goals.

YEAR AT A GLANCE



Trusted Adviser Honoree Leslie Fisher

JUNE

Shining a Light on
**SUPPLY CHAIN COLLABORATIONS
AND TRUSTED ADVISERS**

For the first time, Field to Market expanded our monthly Spotlight series to recognize trusted advisers and innovative, member-led Continuous Improvement Projects. In 2020, Field to Market honored five farmers, four advisers and three projects that are committed to a journey of continuous improvement and helping deliver sustainable outcomes for agriculture.

Meet our 2020 Spotlight Honorees on page 41.

JULY

Shaping an
AG INNOVATION AGENDA

In 2020, the U.S. Department of Agriculture announced its Agriculture Innovation Agenda, an agency-wide effort to align USDA's resources, programs and research to achieve an increase in U.S. agricultural production by forty percent by 2050 while cutting the environmental footprint of U.S. agriculture in half. In response to USDA's call for stakeholder feedback, Field to Market collected feedback on the new initiative from across the Alliance and submitted to USDA a set of comments representing aligned perspectives from our member organizations.



JULY

Empowering Members to Meet Their
**SUSTAINABILITY GOALS THROUGH INAUGURAL
CONTINUOUS IMPROVEMENT ACADEMY**

Field to Market hosted a virtual Continuous Improvement Academy, providing an immersive learning experience designed to help new and existing member-led projects achieve their sustainability goals by harnessing the power of the Continuous Improvement Accelerator. More than thirty attendees from all five Field to Market sectors joined for ten hours of interactive trainings sessions, gaining key insights from peer practitioners and accessing customized training from Field to Market staff.

Learn more about our virtual convenings on page 36.



AUGUST

Advancing Racial Justice,
EQUITY AND INCLUSION IN U.S. AGRICULTURE

In August, Field to Market joined a historic movement for racial justice occurring across the nation, recognizing that we cannot move forward in achieving our vision for sustainable agriculture until we address our industry’s history in failing Black farmers and Black communities. Acknowledging the immense work that must be undertaken to dismantle systemic racism across our industry, our Board of Directors established a board-level Subcommittee on Racial Justice, Equity and Inclusion to guide the organization’s actions and ensure that racial justice is prioritized within our organization’s ongoing sustainability efforts.

[Learn more about our commitment to racial justice on page 26.](#)



SEPTEMBER

Aligning on a
SHARED VISION FOR CLIMATE ACTION

In conjunction with Climate Week 2020, Field to Market released a report entitled *Climate Action in U.S. Agriculture: A Compendium of Field to Market Member Climate Commitments*, which celebrates leadership and momentum on climate action while also underscoring how greater collective action is needed to respond to unprecedented challenges from climate related impacts.



The report synthesizes public climate goals made by more than eighty-five Field to Market member organizations and unveils a shared vision from nine leading conservation organizations that defines key principles of meaningful climate action to match the scale and pace required by science.

[Learn more about the climate compendium on page 19.](#)

AUGUST

Reducing Nutrient Loss and
IMPROVING WATER QUALITY WITH A NEW WATER QUALITY METRIC

Following comment periods for members and the public, Field to Market’s board of directors approved the implementation of a new Water Quality Metric, replacing the Natural Resources Conservation Service (NRCS) Water Quality Index (WQI) tool with the NRCS Stewardship Tool for Environmental Performance (STEP). This enhancement enables our members to better characterize the site-specific, relative potential for nutrient loss and effectiveness of conservation practices on a given field by accounting for the specific soil, topography and climatic conditions.

[Learn more about the new Water Quality Metric on page 29.](#)



Analyzing Concerning Trends in FARM FINANCIAL WELL-BEING

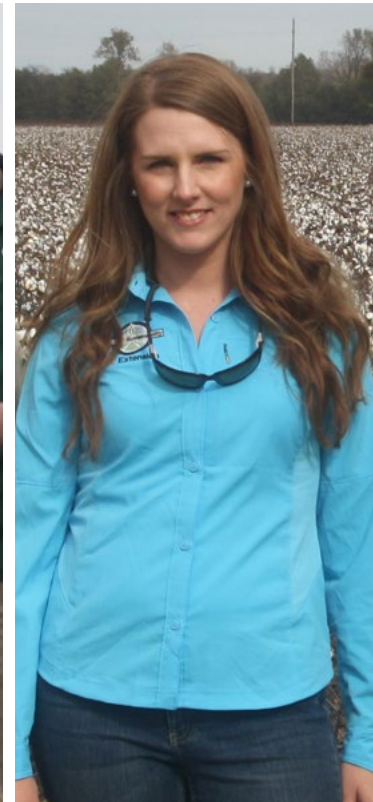
Field to Market released a new report titled, *Economic Sustainability: Trends in Financial Well-Being*, based upon research and analysis from economists at the University of Illinois. Presented as a companion to Field to Market’s landmark sustainability trends analysis, the National Indicators Report, this report analyzes publicly available data to present a set of indicators that evaluate the current state of the farm economy. The findings underscore the critical relationship between farm financial well-being and a producer’s ability to make operational changes needed to deliver improved environmental outcomes.

Explore key findings from the economic sustainability report on page 21.



NOVEMBER

Honoring Sustainability Champions at the 2020 SUSTAINABILITY LEADERSHIP AWARDS



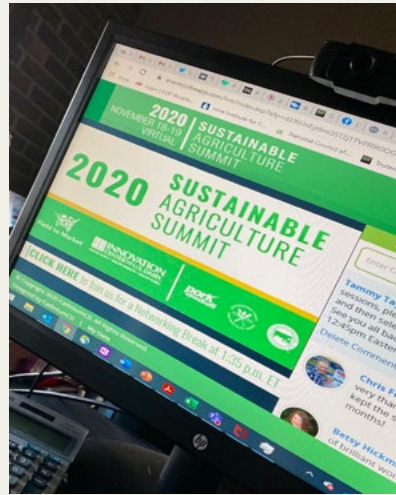
Field to Market celebrated the recipients of the 2020 Sustainability Leadership Awards, honoring Iowa Farmer of the Year Jack Boyer, Trusted Adviser of the Year Dr. Lori Duncan and the Illinois-based Precision Conservation Management (PCM) collaboration. The awards recognize a farmer, adviser and supply chain collaboration that have demonstrated outstanding leadership through their efforts to advance continuous improvement in the sustainability of U.S. commodity crop production.

Meet our 2020 Sustainability Leadership Award winners on page 43.

Virtually Convening a Record-Breaking 2020 SUSTAINABLE AGRICULTURE SUMMIT

More than 800 leaders from across the food and agriculture value chain registered to attend the virtual sixth-annual Sustainable Agriculture Summit. Field to Market and the Innovation Center for U.S. Dairy jointly hosted the Summit together with the National Pork Board, the Stewardship Index for Specialty Crops and the U.S. Roundtable for Sustainable Beef. Over two engaging days of virtual programming, participants looked to the next generation of sustainability leadership, technologies and collaborations to discover how U.S. agriculture can deliver lasting impact through improved productivity, profitability, resiliency and environmental outcomes.

Learn more about our virtual convenings on page 24.



2020 SUSTAINABLE AGRICULTURE SUMMIT

Advancing Racial Equity and Justice for U.S. Agriculture
Session presented by Field to Market and MANRRS




Bridgette McAdoo
Vice President, Corporate Strategy & Engagement, Freshwater & Food World Wildlife Fund



Cornelius Blanding
Executive Director Federation of Southern Cooperatives/Land Assistance Fund



Janie Hipp
Chief Executive Officer Native American Agriculture Fund



Tiffany Monroe
Farmer and President Lane County Farm Bureau

www.sustainableagsummit.org | #SustAg2020

NOVEMBER

Examining Farmers' Perception of SUSTAINABILITY AND EXTENT OF CONSERVATION ADOPTION

Field to Market and Farm Journal's Trust in Food Initiative, with support provided by Aimpoint Research, released a new report entitled *The State of Sustainable Ag*, which

The State of Sustainable Ag
Actionable analysis and insights for engaging U.S. row crop farmers to scale the adoption of conservation practices.







surveyed more than 500 American farmers on their perceptions surrounding conservation ag practices. Key findings from the report show that while farmers have made meaningful progress in adopting conservation practices, the value chain will need to ramp up its support at the farm level if this progress is to be substantially scaled beyond early adopters.

Explore key findings from the report on page 22.

SCALING SUSTAINABLE AGRICULTURE WITH A
GROWING MEMBERSHIP

NEW FULL MEMBERS



NEW ASSOCIATE MEMBERS



FROM OUR NEW MEMBERS

“ At Mondelēz, our mission is to lead the future of snacking around the world by offering the right snack for the right moment made the right way. By ‘right way’ we mean creating a future where people and planet thrive and standing up for what we believe. We’re excited to collaborate with Field to Market and our suppliers to support growers across our wheat supply chain to identify areas of optimization of nutrient management, soil health and therefore cost.”

— **LUISA CAMARGO**
*Procurement Sustainability Lead - Raw Materials,
Mondelēz International*

“ We empower farmers and landowners to ethically manage the natural resources in their care, so future generations have clean water, healthy soil, available wildlife habitat and opportunities for outdoor recreation. We are proud to partner with Field to Market to enhance ecosystem services provided by farmers in priority watersheds across the Midwest.”

— **KEVIN McALEESE**
*President and CEO,
Sand County Foundation*

“ Sustainability is a growing priority for the U.S. cotton value chain, from consumers, brands, retailers to textile manufacturers. The U.S. Cotton Trust Protocol looks forward to collaborating with Field to Market to scale our collective sustainability impact, meet our industry targets and strengthen the sustainability of U.S. Cotton.”

— **KEN BURTON**
*Executive Director,
U.S. Cotton Trust Protocol*



ADVANCING OUR
SHARED VISION



MILESTONES IN ADVANCING FOUR KEY PRIORITIES

STRATEGIC VISION

This year, Field to Market entered the second year of implementation of our **2019-2021 Strategic Plan**, which builds on more than a decade of Field to Market's role as the leading multi-stakeholder organization committed to defining, measuring and advancing sustainability in commodity crop production in the United States.

Our membership is advancing **four key priorities** through this plan:



Convene Diverse Stakeholders to facilitate multi-sector collaboration, advance shared learning and drive collective action;



Provide Science-Based Leadership to develop and strengthen resources for measuring sustainability performance and assessing opportunities for improvement;



Scale Impact Through Partnerships by developing a flexible program framework, facilitating partnerships and leveraging capacity to support farmers in delivering improved environmental outcomes at the field and landscape levels;



Enable Credible Communications that facilitate and improve supply chain and industry reporting, showcase leaders in sustainability and strengthen public confidence in the food and agriculture system.

YEAR IN NUMBERS

Welcomed **16** new members in 2020

Deepened membership engagement, with nearly **90%** of members participating in programmatic and virtual offerings

Advanced the science of **2** sustainability metrics as we reached approval for our new Water Quality metric and explored funding and pilot opportunities for a new Soil Carbon metric

Welcomed our seventh qualified data management partner, bringing the group's total reach to **45M** acres

Facilitated new connections across our membership by showcasing **35** unique partnership opportunities in our new Partnership Exchange

Grew enrollment in our Continuous Improvement Accelerator to **70** active projects across **4.5M** acres

Amplified our members' collective impact across **328M** media impressions

Formalized a partnership with the U.S. Cotton Trust Protocol that leverages Field to Market metrics for a **streamlined approach to measurement and assurance** for the cotton and apparel sector



ACTIONABLE INSIGHTS



SHAPING INFORMED STRATEGIES

RESEARCH AND TRENDS ANALYSIS

Over the past several years, Field to Market’s membership has confronted a rapidly changing industry landscape – witnessing extreme climate impacts from wildfires to floods, seeing increasingly ambitious sustainability goals released by both private and public entities and weathering a challenging farm economy that impacts the scale and pace of farmers’ ability to pursue conservation adoption.

To equip our members with the latest insights and knowledge they need to shape informed strategies and identify solutions to pressing barriers and challenges, Field to Market released a body of independent research to guide the industry in navigating a constantly evolving landscape.



FEBRUARY 2020
Trends in Pest Management in U.S. Agriculture: Identifying Barriers to Progress and Solutions Through Collective Action



NOVEMBER 2020
Economic Sustainability: Trends in Financial Well-Being

SEPTEMBER 2020
Climate Action in U.S. Agriculture: A Compendium of Field to Market Member Climate Commitments



NOVEMBER 2020
The State of Sustainable Ag: Actionable Analysis and Insights for Engaging U.S. Row Crop Farmers to Scale the Adoption of Conservation Practices





Trends in Pest Management
in U.S. Agriculture:
Identifying Barriers to Progress and Solutions
Through Collective Action



Explore the full report at bit.ly/35j57TU

Advancing Sector-Specific Strategies for RESPONSIBLE PEST MANAGEMENT

Released in response to increased public interest in pesticide use within food supply chains, the tailored recommendations in this report enable organizations in each of Field to Market's five membership sectors to take credible action to advance responsible pest management. From investing in new technologies and addressing research gaps to establishing community efforts to prioritize resistance management and supporting supply chain projects to improve biodiversity and water quality, this report provides insights to shape the future of responsible pest management in commodity supply chains.

KEY FINDINGS:

- There are **significant opportunities for the commodity crop value chain to support farmers in adopting responsible pest management practices** that can reduce harmful impacts of pesticide use on biodiversity, water quality and human health.
- Building **healthy soils can support healthy, resilient plants**; therefore, a broad range of sustainable agriculture practices — including diverse crop rotations, cover crops and reduced tillage — can help to protect against crop damage from pests.
- **Farmers must use a systems lens** to evaluate trade-offs from pest management decisions.
- **All sectors of the value chain can work together** to advance responsible pest management through collective action.



Meeting an Urgent Need to Understand OUR INDUSTRY'S CLIMATE PROGRESS

Synthesizing public climate goals made by more than eighty-five Field to Market member organizations into one place, the Compendium celebrates leadership and momentum on climate action while also underscoring how greater collective action is needed to respond to unprecedented challenges from climate related impacts. Released in conjunction with Field to Market's Climate Week Cross-Sector Dialogue, the report enables companies and organizations within the food and agriculture sector to benchmark their ambition with peers; drive greater climate performance; facilitate pre-competitive collaboration; foster additional research where needed; and promote transparency and accountability for these targets.

KEY FINDINGS:

89

Field to Market members have established public climate commitments, representing 57% of the Alliance's nearly 150 member organizations.

50%

of Field to Market's 64 corporate members across agribusiness and brands and retail have set **specific, measurable targets for emissions reduction.**

28%

of Field to Market's 64 corporate members have established **science-based targets for greenhouse gas emissions reduction.**

3

of the 11 commodities engaged in the Alliance have set national, industry-wide targets for emissions reduction from all producers.



Explore the full report at bit.ly/3wo3iB6

Translating Ambition INTO MEANINGFUL ACTION

The report included a joint statement, entitled *A Shared Vision on Climate Action*, released by nine leading conservation organizations represented in Field to Market’s Civil Society sector, which urges stakeholders from across the food and agriculture value chain to commit to meaningful climate action that is grounded in science.

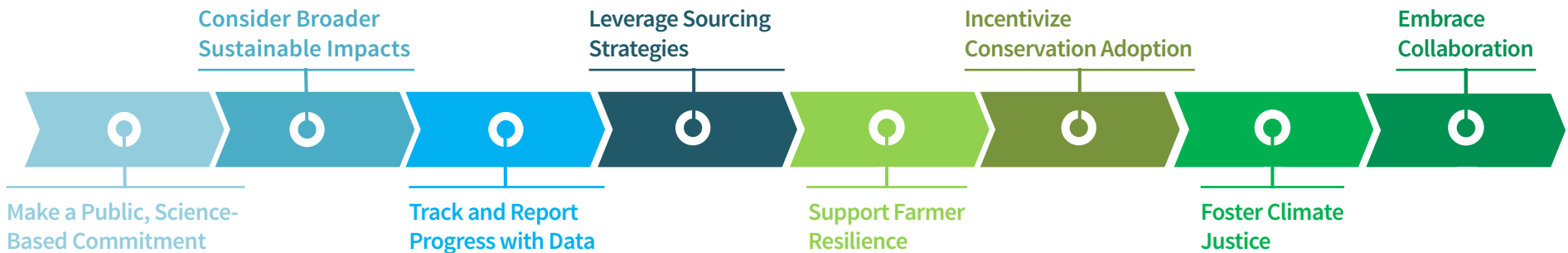
Dive deeper on key principles defining climate leadership in food and agriculture.

“ I am proud to join with peers in the conservation community to signal the importance of ambitious climate action across the food and agriculture sector. While Field to Market’s research highlights that many organizations have made public commitments to reduce greenhouse gas emissions, more work remains to meet these goals. The need to align these commitments with tangible action informed by science has never been more urgent.”

— MELISSA HO, Senior Vice President, Freshwater and Food, World Wildlife Fund



A SHARED VISION ON CLIMATE ACTION





Explore the full report at bit.ly/3woiLkQ

Understanding the Relationship Between ECONOMIC AND ENVIRONMENTAL SUSTAINABILITY

A prolonged period of low commodity prices created significant financial pressures for U.S. agriculture in 2020, jeopardizing many farming operations and challenging the ability of supply chains to meet ambitious sustainability goals absent more direct support for growers. Presented as an economic companion to Field to Market's landmark National Indicators Report, this report analyzes publicly available data to present a set of indicators that evaluate the current state of the farm economy. The findings underscore the critical relationship between farm financial well-being and a producer's ability to make operational changes needed to deliver improved environmental outcomes.

KEY FINDINGS:

- **Financial well-being of U.S. farms has decreased steadily since 2013**, largely due to weaker commodity prices. Conditions have been exacerbated by trade disputes, extreme weather events and the COVID-19 pandemic, which upended supply chains leaving many farmers without a market.
- While overall financial health has not reached crisis levels, **downward trends are a sign for caution**, particularly given the extent to which the federal government has supported farm receipts in recent years with programs that are not guaranteed to continue.
- **The current financial situation will have a significant influence on the types of sustainability practices farms will undertake.** Management decisions that have immediate positive profit implications are likely to have priority. Practices that reduce immediate profitability are less likely to be adopted, particularly if those practices negatively impact yields or come with investment expense.
- Now more than ever, the **value chain should consider creative mechanisms that support farmers** in transitioning to practices that will deliver more sustainable outcomes.

The State of Sustainable Ag

Actionable analysis and insights for engaging U.S. row crop farmers to scale the adoption of conservation practices.



TRUST IN
FOOD
A FARM JOURNAL INITIATIVE

Field to Market

Aimpoint
RESEARCH



Explore the full report at bit.ly/3vy1jsZ

Understanding Farmers' Perception of SUSTAINABILITY AND EXTENT OF CONSERVATION ADOPTION

Farmers have made meaningful progress in adopting conservation practices, but the value chain will need to ramp up its support at the farm level if this progress is to be scaled substantially. Trust In Food and Field to Market surveyed more than 500 American farmers on their perception of sustainability and extent of conservation adoption.

KEY FINDINGS:

- **Nearly all survey respondents** indicate they are currently implementing to some extent, or have tried, at least one conservation practice.
- **62%** believe that **implementing conservation practices typically improves profitability** in the long-term.
- However, **only 15% have received better market access** or additional revenue because of implemented conservation farming practices.
- **74%** responded that they **believe farmers should receive monetary incentives** for utilizing certain production practices that benefit the public good.
- **65%** of farmers currently **do not use farm management software** solutions.
- **84%** do not use sustainability reporting platforms, which demonstrates **significant room for growth in data-driven management decisions and supply chain reporting.**

A close-up photograph of a person's hand, with a dark complexion, gently touching the golden wheat stalks in a field. The person is wearing a light-colored, possibly white, long-sleeved shirt. The background is a soft-focus field of wheat under a bright sky, creating a warm, golden light.

CONVENING
DIVERSE STAKEHOLDERS



FACILITATING MULTI-SECTOR COLLABORATION, ADVANCING SHARED LEARNING AND DRIVING COLLECTIVE ACTION

DEEPENING MEMBER ENGAGEMENT

IN A NEW VIRTUAL WORLD

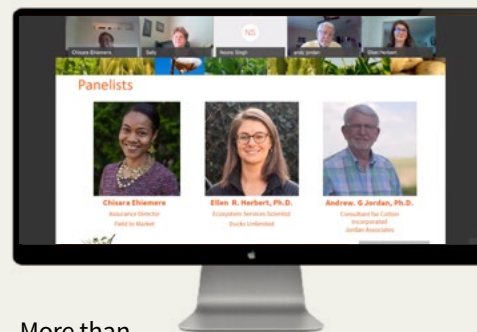
In March 2020, the Field to Market team joined our membership and the broader industry in convening virtually due to the ongoing impacts of COVID-19. Thanks to the dedication of our membership to our shared vision, as well as creative

pivots from the Alliance's staff, we deepened engagement across our broad membership through virtual events and programming throughout 2020.

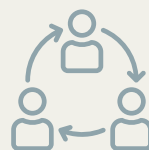
HIGHLIGHTS FROM 2020 INCLUDE:

5 Field to Market:
In Focus webinars
with more than **230**
attendees

2 virtual plenary meetings
convening more than 220
Field to Market member
representatives



More than **40** expert speakers from 38 organizations devoting their time to contribute to our virtual Plenaries and Cross-Sector Dialogues



3 virtual Cross-Sector Dialogues drawing nearly

300
participants

A record-setting virtual Sustainable Agriculture Summit with more than **800** attendees

The Inaugural Continuous Improvement Academy, bringing together

32 Field to Market members to advance their sustainability goals in an immersive class setting



Harnessing the Value Chain to **OVERCOME BARRIERS TO SUSTAINABLE AGRICULTURE**

Field to Market's Cross-Sector Dialogue series brings together diverse stakeholders from across the agricultural value chain to advance shared learning and drive collective action by focusing on seizing opportunities and overcoming systemic barriers to scaling sustainable agriculture.

Now in its second year, the three-part series brought together nearly 200 diverse stakeholders to understand both their shared and distinctive perspectives, surfacing pathways to overcome the most significant barriers our industry faces to advancing sustainable agriculture.

2020 CROSS-SECTOR DIALOGUES:

JUNE 25, 2020

Banking on Solutions: The Role of Ag Finance and Crop Insurance in Sustainable Agriculture

Farmers are increasingly being asked to consider new agronomic practices that conserve natural resources and produce broader societal benefits related to climate, water and biodiversity; however, financial constraints and productivity risks often create significant barriers to adoption. Exploring emerging opportunities for the ag finance and crop insurance sectors to partner with farmers and the supply chain, this dialogue focused on opportunities to engage with the financial community to accelerate sustainable outcomes for U.S. agriculture.

SEPTEMBER 23, 2020

Climate Action 2.0: The Next Decade of Greenhouse Gas Reduction and Climate Resilience Efforts in U.S. Agriculture

At the start of a new decade, the ag sector is evaluating what's working and where we are falling short with the industry's climate mitigation and adaptation strategies. The stakes couldn't be higher. Extreme weather events threaten to reverse long-term productivity gains in U.S. agriculture at a time when global demand for food is rising. Exploring some of the most creative examples of how the value chain is scaling the adoption of climate-smart agriculture, this dialogue examined successful approaches as well as the serious consequences of not meeting our collective goals.

DECEMBER 8, 2020

The Human Element: What Social Science Can Teach Us About Building Effective Sustainability Strategies for U.S. Agriculture

Sustainability experts are turning to social science to learn more about how human behavior and decision-making create barriers and opportunities to advance environmental goals in U.S. agriculture. From consumers' purchases to farmers' agronomic practices, the factors that motivate behavior are complex and extend well beyond the assumptions of rational economic theory. This dialogue looked beyond the bottom line to also evaluate the essential cultural and psychosocial factors that influence farmer, supply chains and consumers in the pursuit of sustainability.



Advancing RACIAL JUSTICE IN U.S. AGRICULTURE

During 2020, individuals and industries across the United States lent their voices to a historic movement for racial justice. Field to Market was proud to stand alongside our member organizations by engaging in critical conversations on the history of racial injustice in agriculture and committing to chart a new path forward.

We stand on the side of racial justice, not only as a sustainability priority, but as a moral imperative. Our industry, and Field to Market as a multi-stakeholder organization, must do more to ensure a food and agricultural system that is just, equitable and inclusive.

Acknowledging the immense work that must be undertaken to dismantle systemic racism across our industry, our Board of Directors established a board-level Subcommittee on Racial Justice, Equity and Inclusion in August 2020 to guide the organization's actions in the coming years. We recognize that we cannot move forward in achieving our vision for sustainable agriculture until we address our industry's history in failing Black farmers and Black communities. Field to Market has committed to the following concrete steps in order to ensure that racial justice, equity and inclusion are prioritized within our organization's ongoing sustainability efforts:

Prioritizing Diversity, Equity and Inclusion

Field to Market's leadership commits to advancing racial justice, equity, and inclusion, and the newly established Board Subcommittee is tasked with identifying concrete strategies to ensure Field to Market is cultivating a diverse and inclusive alliance united in advancing a just, equitable and sustainable food system. By examining opportunities for our membership, its governing bodies and our programs, Field to Market seeks to effect structural and systemic change within the food and agriculture industry and the sustainability community.



DIVERSE STAKEHOLDERS

Listening, Learning and Serving Alongside Underrepresented Organizations

We commit to listening to, learning from and serving alongside organizations that represent Black farmers and other farmers of color by ensuring their voices are heard. Led by the Board Subcommittee, Field to Market will conduct proactive outreach to organizations representing growers who have been marginalized by agriculture's history of discriminatory and exclusionary policies and programs and seek to understand the implications and potential solutions across our five membership sectors. We will also conduct a series of listening sessions with BIPOC agricultural organizations and academic institutions to better understand where urgent action is most needed to break down systemic racism in food and agriculture. Lastly, we commit to greater racial diversity represented in the makeup of our membership, overcoming financial barriers to participation when and where they exist and incorporating what we learn into our strategies for the future.

Elevating and Amplifying Diverse Voices

Recognizing the power of our convening platform, we commit to elevating and amplifying diverse voices at events like the Sustainable Agriculture Summit, our Cross-Sector Dialogue series and member convenings and prioritizing dialogue centered on racial justice in food and agriculture. We commit to creating sustained opportunities for our members to learn from and partner with experts working to create a more just, equitable and sustainable food and agriculture system.

We recognize that structural and systemic change requires not only lasting commitment, but also continuous effort and accountability. We look forward to sharing progress with our members and external stakeholders as we implement these planned actions and seek to contribute to measurable progress that can be achieved toward a more equitable and sustainable future.



PROVIDING
SCIENCE-BASED LEADERSHIP



DEVELOPING AND STRENGTHENING RESOURCES FOR MEASURING SUSTAINABILITY PERFORMANCE AND ASSESSING OPPORTUNITIES FOR IMPROVEMENT

ADVANCING THE SCIENCE

In 2020, Field to Market's staff and member-led Metrics Committee made two major advancements to our science-driven and outcomes-based sustainability metrics, improving the ability of farmers and member organizations to quantify and advance both Soil Carbon and Water Quality outcomes.



Improving Water Quality Outcomes

Following a member and public comment period, Field to Market's Board of Directors approved the implementation of a new Water Quality Metric, replacing the Natural Resources Conservation Service (NRCS) Water Quality Index (WQI) tool with the NRCS Stewardship Tool for Environmental Performance (STEP). This enhancement enables our members to better characterize the site-specific, relative potential for nutrient loss and effectiveness of conservation practices on a given field by accounting for the specific soil, topography and climatic conditions.



A Deeper Understanding of Soil Carbon

As stakeholders across the food and ag industry increasingly turn to soil carbon sequestration as a critical opportunity for agriculture to contribute to climate mitigation, Field to Market continues to advance our Soil Carbon tools to provide farmers and the value chain with science-based understanding of how farming practices impact soil carbon. In 2020, Field to Market explored a number of potential options to provide additional insights and secured support to integrate USDA's COMET-Planner, a practice change evaluation and scenario tool, into the Fieldprint Platform to empower farmers and the value chain to quantify critical soil carbon improvements.

Scaling Farmer Access to SUSTAINABILITY DATA

Field to Market: The Alliance for Sustainable Agriculture envisions a technology landscape in which farmers have access to the Fieldprint® Platform’s suite of industry-accepted sustainability metrics through their preferred technology provider.

To reach this goal, we collaborate with leading farm management, precision agriculture and decision support providers to provide farmers with a robust analysis of their sustainability performance at their fingertips through our Fieldprint API.

Our seven Qualified Data Management Partners extend the reach of Field to Market’s sustainability metrics to **45 million acres** across the United States.

By combining Field to Market’s sustainability metrics and algorithms together with precision agriculture, decision support and farm management software solutions, farmers can simultaneously evaluate productivity, profitability and sustainability options as part of their planning process.



AGRIBLE



Collaborating with The Seam to **REACH MORE FARMERS**

The Seam, a leading provider of food and agriculture software solutions, announced its approval as a Qualified Data Management Partner with Field to Market in June 2020, completing an integration of sustainability metrics powered by Field to Market's Fieldprint® Platform into The Seam's latest technology suite. As the Alliance's seventh technology partner, The Seam now offers farmers a unified solution for measuring their sustainability performance and operational efficiency.

"We are proud to be recognized as a Qualified Data Management Partner by Field to Market," said Mark Pryor, Chief Executive Officer at The Seam. "Through this integration, we can provide producers with enhanced, science-based tools that are simple and streamlined for continuous, overall improvement in sustainable farming."

The Seam's first deployment of the technology is for the U.S. Cotton Trust Protocol, in collaboration with the National Cotton Council of America. The farmer-friendly platform allows U.S. cotton farmers to assess and verify production practices, environmental footprint and progress measurement toward long-term sustainability goals. The platform includes a mass-balance chain of custody model and a bale registration and verification process that digitally links cotton production to the sustainability profile of the producer.



A man and a woman are standing in a vast, green agricultural field. The woman, on the left, is wearing a red and black plaid shirt and blue jeans. The man, on the right, is wearing a dark vest over a plaid shirt, a cap, and dark pants. They are both looking down at a small plant the woman is holding. The field is filled with rows of young green plants, and the background shows a hazy horizon with some distant structures under a soft, golden light.

SCALING IMPACT THROUGH
PARTNERSHIPS



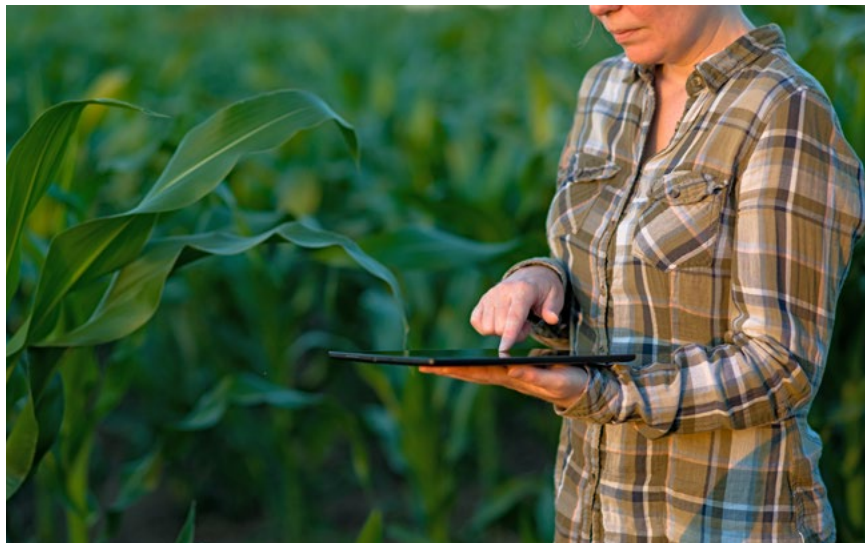
FACILITATING PARTNERSHIPS AND LEVERAGING CAPACITY TO SUPPORT FARMERS IN DELIVERING IMPROVED ENVIRONMENTAL OUTCOMES

SCALING IMPACT

With more than seventy active projects registered in the Continuous Improvement Accelerator, Field to Market’s public-facing project directory showcases credible action in advancing sustainable agriculture across the value chain.

Distinguishing between broad sustainability commitments and on-the-ground action to advance sustainable outcomes, the Accelerator’s project directory enables Field to Market members to demonstrate their unique contributions to advancing sustainable agriculture and supporting farmers in moving from awareness to knowledge to action. Believing that greater transparency strengthens confidence in the food and agriculture system, each project shares their approach to continuous improvement, including goals, engagement and progress in the Accelerator’s project directory.

 [Explore sustainability leadership through the Project Directory at bit.ly/3wtSnWL](https://bit.ly/3wtSnWL)



ADVANCING INNOVATIVE PATHWAYS TO SCALING CONSERVATION

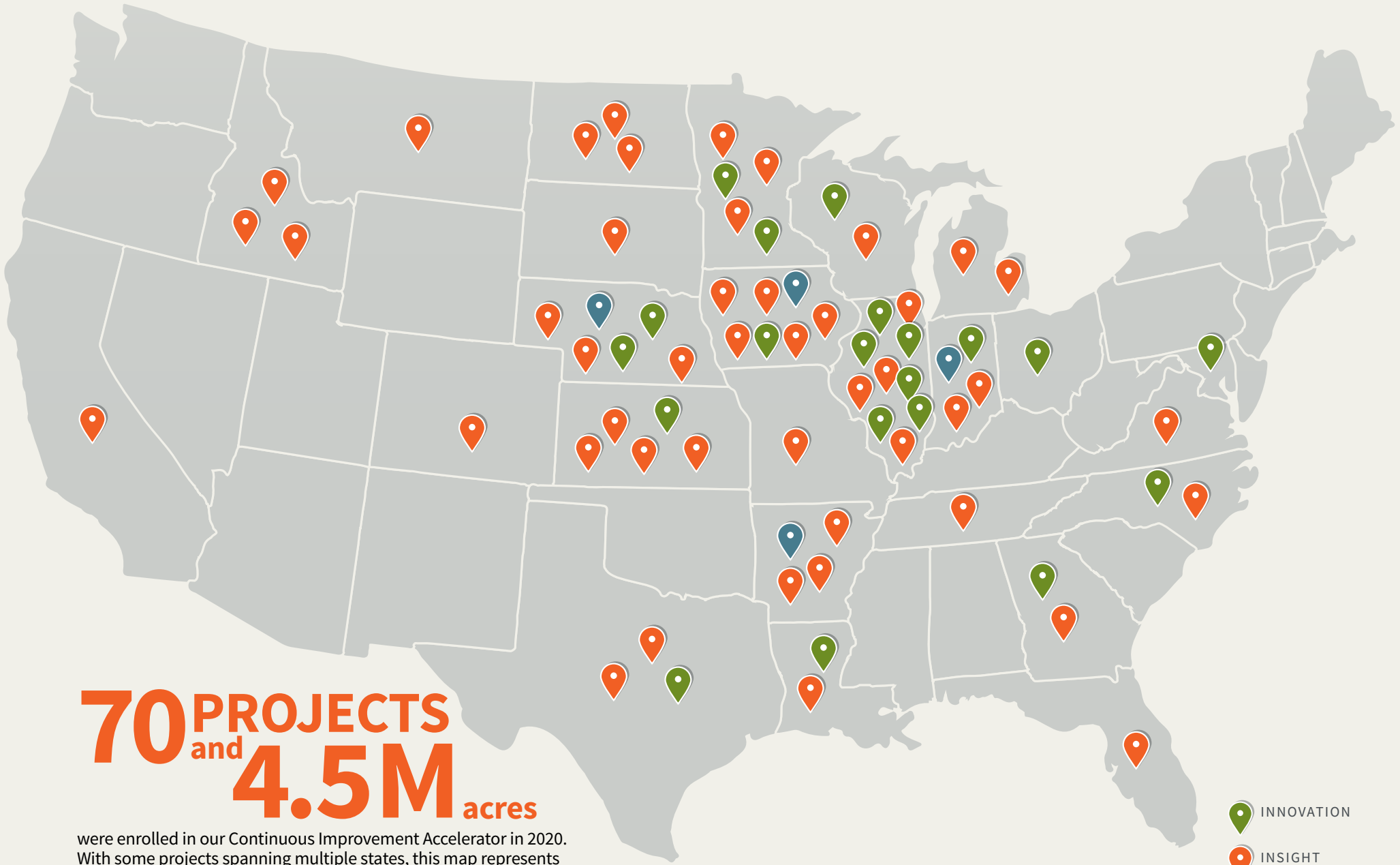


The largest growth in projects in 2020 was among Innovation projects. With **eleven new Innovation projects registered**, more than thirty Field to Market members leveraged this Accelerator pathway to advance their sustainability goals while supporting farmers through tangible incentive mechanisms.



The majority of Innovation projects focus on measurement of **Greenhouse Gas Emissions, Soil Carbon, Soil Conservation and Water Quality.**





70 PROJECTS
and
4.5M acres

were enrolled in our Continuous Improvement Accelerator in 2020. With some projects spanning multiple states, this map represents the collective footprint of Field to Market's member-led projects across the U.S and Canada.


-  INNOVATION
-  INSIGHT
-  INCUBATION

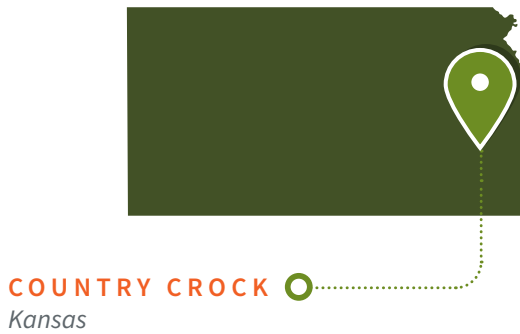


2020 PROJECT HIGHLIGHTS:




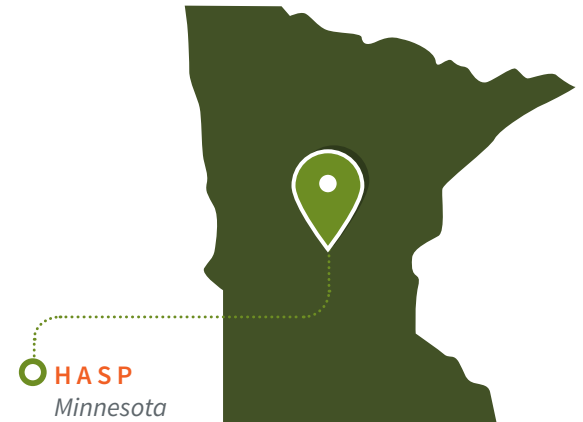
MONDELEZ
Michigan

 **Mondelēz** has launched their first Continuous Improvement Project, partnering with Coop Elevator and Michigan State University to support more than 150 participating wheat growers in obtaining sustainability insights through measurement aiming to help them optimize their input through analysis from the Fieldprint Platform. The project also aims to incentivize further adoption of practices which improve nutrient management and soil health.




COUNTRY CROCK
Kansas

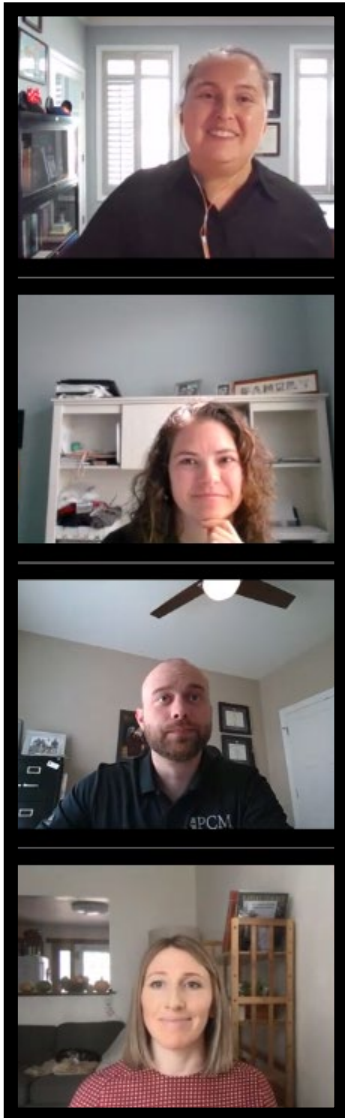
 **Country Crock**, an Upfield brand, launched The Cover Crop Project, a three-year partnership with No-till on the Plains to support farmers with soil health education and cost-share to plant cover crops that improve soil health and reduce greenhouse gas emissions on fields. The program provides soybean farmers with education and financial support to encourage the adoption of regenerative ag practices. Environmental impacts, including carbon emissions, will be measured and reported annually using Field to Market's Fieldprint Platform.



HASP
Minnesota

 **The Headwaters Agriculture Sustainability Partnership (HASP)** project unites The Nature Conservancy, Minnesota Agricultural Water Quality Certification Program, and Stearns County Soil and Water Conservation District to support whole farm planning for water quality in west central Minnesota. Project partners assist growers with planning and capital required to achieve an overall water quality outcome while simultaneously addressing soil health and climate change.

SCALING IMPACT



Empowering Our Members to **LEAD IMPACTFUL PROJECTS**

For the first time in 2020, Field to Market launched our Continuous Improvement Academy, offering member organizations an immersive experience to explore how our Continuous Improvement Accelerator and process-based standard can advance an organization’s sustainability goals and objectives.



The inaugural Academy took place as a virtual course, offering thirty-two attendees four interactive sessions across two weeks as well as access to online materials, video tutorials and access to exclusive one-on-one sessions with Field to Market staff.



A UNIFIED APPROACH TO NORTH AMERICAN SUSTAINABILITY

Field to Market Canada, launched in 2019, **gained seven new members in 2020 and registered six new projects** in the Continuous Improvement Accelerator, demonstrating increased momentum among organizations operating across the border towards a unified approach to North American sustainability measurement.



A man with a beard, wearing a dark cap, sunglasses, a plaid shirt, and a dark vest, is kneeling in a field of green leafy plants. He is looking down at a tablet computer he is holding in his hands. The background is a vast field of similar plants under bright, natural light.

ENABLING CREDIBLE
COMMUNICATIONS



STRENGTHENING PUBLIC CONFIDENCE IN THE FOOD AND AGRICULTURE SYSTEM

EXPANDING CREDIBLE SUSTAINABILITY CLAIMS

During our 2020 Continuous Improvement Academy, Field to Market launched expanded guidance to empower our members to make credible claims regarding their efforts to improve sustainability outcomes through Continuous Improvement Projects.

With updated guidance and expanded flexibility offered through new claims categories, members can confidently demonstrate credible action in supporting farmers in improving sustainability outcomes by using a transparent, standardized approach to project design and reporting.

ENABLING MULTIPLE CLAIMS PATHWAYS

Claim	Project Duration	Eligible Project Pathways
Participation Claim	1 Year	  
Adoption Claim	1 Year	  
Measurement Claim	1 Year	 
Trends Claim	2 Years	 
Impact Claim	5 Years	 

 INCUBATION  INSIGHT  INNOVATION



PARTICIPATION CLAIMS

Participation claims communicate an organization’s involvement in accelerating continuous improvement by showcasing a Continuous Improvement Project’s goals and progress in engaging farmers and acreage.



ADOPTION CLAIMS **NEW**

Adoption claims measure the uptake of a specific practice or intervention by farmers enrolled in a Continuous Improvement Project, highlighting progress in increasing the adoption of practices that lead to improved environmental outcomes.



MEASUREMENT CLAIMS

Measurement claims provide a static, one-year snapshot of a Continuous Improvement Project’s aggregated annual performance on one or more environmental outcomes measured by the Fieldprint Platform, often utilized in B2B reporting.



TRENDS CLAIMS **NEW**

Trends claims demonstrate directional improvement in one or more environmental outcomes achieved within Continuous Improvement Project, offering an interim look at directional progress by comparing results from more than one year.



IMPACT CLAIMS

Impact claims quantify sustained improvement in one or more environmental outcomes achieved within a Continuous Improvement Project over five years, normalizing the impacts of weather variability and providing validation through third-party verification.

Partnering to Advance
**SUSTAINABLE OUTCOMES FOR
 U.S. COTTON**

In June, Field to Market and the U.S. Cotton Trust Protocol announced their formal partnership to document and accelerate sustainable outcomes for U.S. cotton production. The new partnership strengthens the ability of cotton growers and the value chain to drive continuous improvement, combining two of the industry's leading sustainability assessment frameworks.

“Field to Market is pleased to join forces with the U.S. Cotton Trust Protocol to enable the industry to meet its sustainability goals and credibly communicate results. Through this collaboration, Field to Market is committed to scaling access to our sustainability tools and analytics and enabling growers and the broader cotton value chain to measure environmental outcomes while identifying opportunities for improvement.”

— **ROD SNYDER**, *President, Field to Market*





In a memorandum of understanding, Field to Market and the U.S. Cotton Trust Protocol have committed to:

- **Scale grower access to sustainability measurement** by enabling farmers enrolled in the U.S. Cotton Trust Protocol to utilize metrics from Field to Market's Fieldprint Platform, allowing growers to analyze the connection between agronomic practices and sustainability outcomes;
- **Track U.S. cotton's sustainability journey** through continued publication of Field to Market's National Indicators Report, which will communicate progress against the industry's established environmental targets; and
- **Foster an increased level of collaboration** by participating in each other's meetings and work sessions.

Together, Field to Market and the U.S. Cotton Trust Protocol assess progress against the U.S. cotton industry's established environmental targets. By 2025, the industry aims to achieve targeted reductions in soil loss, water use, greenhouse gas emissions and energy use, alongside increased land use efficiency and soil carbon. The Trust Protocol completed a successful project pilot in 2019, and has begun fully implementing its programs in 2020, with a goal to have more than fifty percent of all U.S.-grown cotton registered as Trust Protocol Cotton by 2025.

"Sustainability is a growing priority for the U.S. cotton value chain, from consumers, brands, retailers to textile manufacturers," said Ken Burton, Executive Director of the U.S. Cotton Trust Protocol. "The U.S. Cotton Trust Protocol looks forward to collaborating with Field to Market to scale our collective sustainability impact, meet our industry targets and strengthen the sustainability of U.S. cotton."



Recognizing
**FARMERS, ADVISERS AND
 SUPPLY CHAIN COLLABORATIONS**

For the first time, Field to Market expanded our monthly Spotlight Series to recognize trusted advisers and innovative member-led Continuous Improvement Projects in addition to farmers.

In 2020, Field to Market honored five farmers, four advisers and three projects who are committed to a journey of continuous improvement and helping deliver sustainable outcomes for agriculture.



2020 SPOTLIGHT HONOREES:

FARMER

JEFF HUFFMAN

Maxwell, Nebraska

ANDY JOBMAN

Gothenburg, Nebraska

JERRY ARNOLD

Shelton, Nebraska

JOE PATTENGILL

Sikeston, Missouri

KELLON LEE

Tensas Parish, Louisiana

TRUSTED ADVISER

CLAY BESS

*Precision Conservation Management,
 Paris, Illinois*

LESLIE FISHER

*Benton County Soil and Water Conservation District,
 Fowley, Indiana*

SARAH CARLSON

*Practical Farmers of Iowa,
 Ames, Iowa*

DR. MERLE ANDERS

*Independent Consultant,
 Casscoe, Arkansas*

PROJECTS

PRECISION CONSERVATION MANAGEMENT

Illinois and Kentucky

**PEPSICO-UNILEVER SOIL HEALTH
 COLLABORATION**

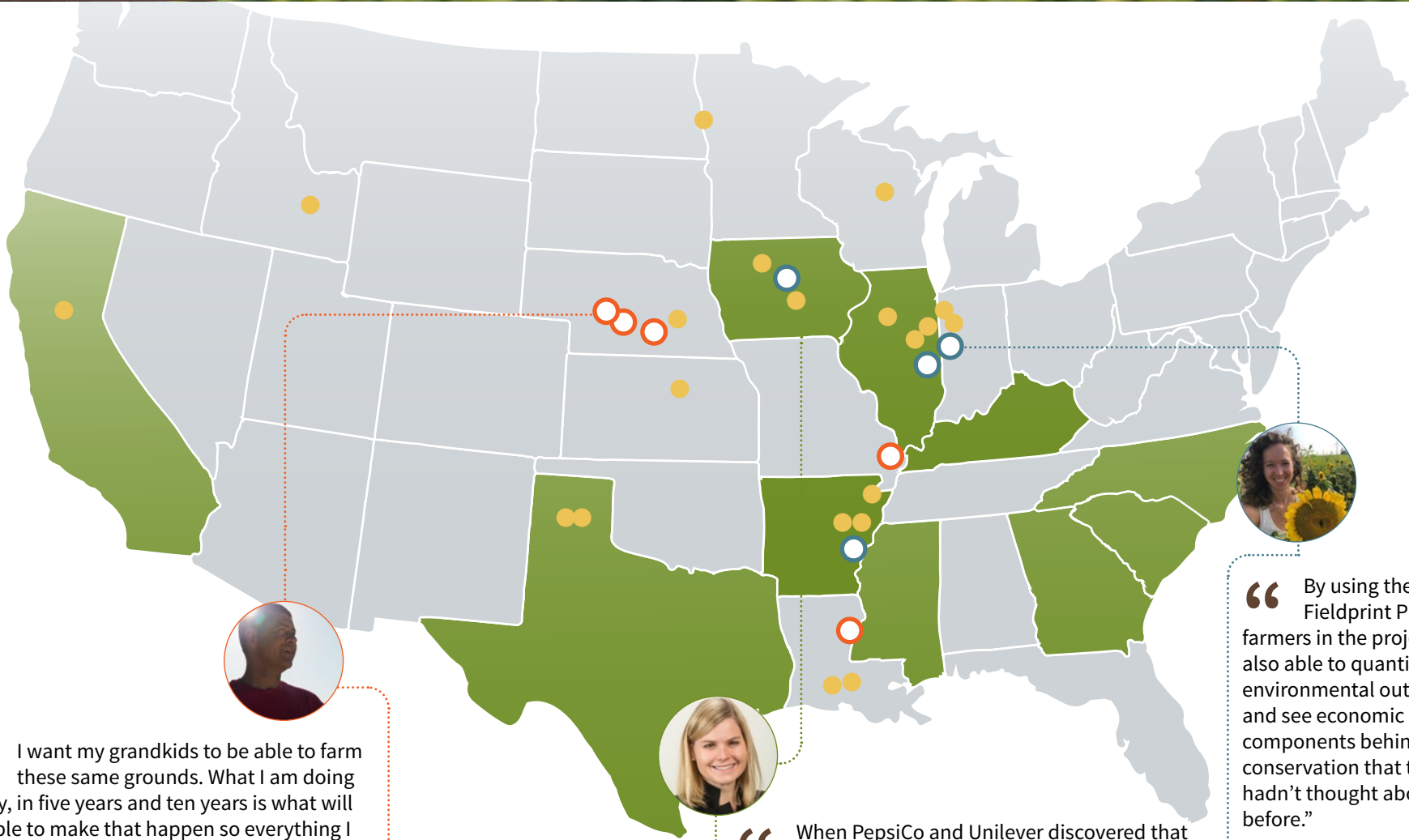
Iowa

HEALTH SOILS FOR SUSTAINABLE COTTON

*Arkansas, California, Georgia, Mississippi,
 North Carolina, Texas, South Carolina*



COMMUNICATIONS



“ I want my grandkids to be able to farm these same grounds. What I am doing today, in five years and ten years is what will be able to make that happen so everything I do needs to be profitable and sustainable.”

— **JEFF HUFFMAN**
Third Generation Farmer, Maxwell, Nebraska



“ When PepsiCo and Unilever discovered that we had overlapping supply chain areas and a shared interest in conservation, we were able to both benefit from the project. This is an investment in our farmers, an investment in our supply chain and an investment in the Iowa region.”

— **STEFANI GRANT**
Senior Manager of Sustainability, Unilever



“ By using the Fieldprint Platform, farmers in the project are also able to quantify their environmental outcomes and see economic components behind the conservation that they hadn't thought about before.”

— **LESLIE FISHER**
Resource Conservation Specialist,
Benton County Soil and Water
Conservation District

○ FARMER ○ ADVISER ● PROJECT ● PAST WINNERS



HONORING

SUSTAINABILITY EXCELLENCE



Presented as the capstone of the Alliance's fall meeting, the Sustainability Leadership Awards are given to farmers, organizations and individuals who have demonstrated outstanding leadership through their efforts to advance continuous improvement in the sustainability of U.S. commodity crop production. The winners of the Farmer of the Year, Collaboration of the Year and Trusted Adviser of the Year are selected by Field to Market's Awards and

Recognition Committee. Each recipient demonstrates leadership in the pursuit of continuous improvement, resulting in measurable results and significant impact on both agriculture and the environment.



Meet the 2020 Sustainability Leadership Award Winners at www.fieldtomarket.org/Awards



Building Resilience Through Soil Health Research: IOWA FARMER JACK BOYER CELEBRATED FOR SUSTAINABILITY LEADERSHIP AND OUTSTANDING CONSERVATION

Nestled among the rolling Iowa plains, fourth-generation farmer Jack Boyer and his wife Marion continue to farm the land which her family purchased in 1910. Some things have not changed much in the more than 100 years since the family settled in Reinbeck—Jack and Marion live in the very house where her father was born, lived and worked for ninety-four years. But for weeks in August 2020, the family farm, like everything else in central Iowa, was lurching away from normalcy due to a devastating windstorm known as a derecho.

“We have trees that are over 100 years old, and we probably lost half of them,” recalls Marion. “We lost some parts of buildings. Thankfully, it was really minor in comparison to other people, but the derecho had quite an impact on our community.”

Mid-way through a year that was already proving to be unlike any in recent memory, Iowans like Jack and Marion were faced with yet another major disruption—the impacts of this brief, yet powerful derecho which swept through Iowa in August 2020. A varying but indelible path of destruction was left in its wake, toppling corn stalks and demolishing soybean fields for miles in a band across Iowa.



“ We have seen the changing climate. We have more frequent and higher intensity rainfalls followed by longer periods of dry. Farmers need to be able to survive these kinds of events.”

— JACK BOYER, *2020 Farmer of the Year*

A passionate advocate for soil health practices and an innovative proponent of conducting his own on-farm research, Jack saw an opportunity emerge from the challenge of the derecho.

“He got into research mode and worked with Iowa State University to try to figure out why our corn remained standing whereas the fields of corn around us went down,” explains Marion.

The analysis indicated just what Jack was hoping for, demonstrating the powerful impact of his dedication to building soil health on the farm.

“It was the researchers’ judgment that our resilience was due to our practices like no-till and cover crops, which allows the soil to have a better structure,” says Jack. “Having that soil health and soil structure was a benefit that allowed me to have less damage from the derecho than some of my neighbors did.”

Farming with the Mind of an Engineer

Recognized for outstanding conservation efforts on his farm and leadership in advancing sustainable agriculture, Jack was honored as Field to Market’s



COMMUNICATIONS

2020 Farmer of the Year. An agricultural engineer by training, Jack brings an analytical mind to his farm operation, dedicating himself to conducting on-farm research and implementing innovative practices which have dramatically improved his soil health.

The Farmer of the Year Award celebrates Jack's innovation and commitment to implementing conservation across his operation and beyond, as he advocates for soil health practices and shares learnings from his research with other producers and non-operating landowners.

"I've been involved in agriculture all my life, and my second interest was in engineering," explains Jack. "My engineering career with John Deere brought me to Iowa. Being raised as a farmer helped prepare me to be an engineer and in turn, I was able to use that engineering training and apply it to my farming practices."

After moving back to Marion's family farm, Jack worked alongside his father-in-law before taking over full time after retirement, introducing an experimental mindset and powerful precision agriculture tools to their operation.

Over time, Jack began to monitor his soil health and sustainability outcomes at more advanced levels, joining the Cooperators' Program at Practical Farmers of Iowa (PFI) to access a like-minded cohort of peer and expert support. The program aims to cultivate a peer network of innovative farmer leaders who collaborate on



conservation, working together to share findings and overcome challenges.

"He has been a major participant in Practical Farmers of Iowa's on-farm research program," explains Stefan Gailans, Research and Field Crops Director at PFI. "The program allows farmers like Jack, who have curiosities or questions about their farms, to design their own experiments. It localizes the issue so that they can figure out how

something they might read about actually works on their farm."

Through on-farm data analysis and research, Jack is able to unlock insights into how his management decisions are impacting his sustainability outcomes as well as his bottom line. One tool in his belt is Field to Market's Fieldprint® Platform, which Jack was introduced to as a participant in the PepsiCo – Unilever Soil Health project and has since used to analyze his sustainability performance over five growing seasons.

"The Fieldprint Platform gives me an important benchmark," explains Jack. "It shows how my operation is doing in comparison to those in the state as well as the nation, it shows where I'm doing well and where I have opportunities to improve."

Through sustainability insights, Jack is able to ideate on practices he has applied on the farm, as well as identify new areas for innovation.

"The Platform allows me to evaluate the things that are influencing a particular metric whether it be energy use or soil health," reflects Jack. "For example, I saw that I was scoring quite well in everything except energy use. And so we've implemented solar collectors that are helping us save electricity usage in drying corn."

For Jack, the value of analyzing his progress and conducting on-farm trials is endless.

"It gives you an opportunity to evaluate what you've been doing against what you might want to





try to change, and to do it in a structure format so that you can make sound decisions,” he explains.

Collecting sustainability data has also opened pathways for Jack to share his story with downstream brands and consumers, partnering along the value chain to build value for farmers and companies alike.

“Working with downstream partners such as Unilever or ADM takes some of the risk out of implementing conservation projects for farmers,”

shares Jack. “And it gives the companies advantages in the market to share that their sourcing is sustainable, so the benefits there go two ways.”

Positive Impacts for the Landscape and the Bottom Line

Jack’s constant experimentation and fine-tuned research mindset has allowed him to see profound impacts for his bottom line, his land and his legacy. Through the practices he has researched and

implemented on his farm over the years, he has seen improvements ranging from improvements in soil organic matter to reductions in erosion and nutrient loss to burgeoning economic opportunities.

“Cover crops is one of the most important practices we implement here on the farm,” explains Jack. “I’ve observed that by implementing cover crops, I see an increase of organic matter. If I can reduce that erosion and slow down the degradation of organic matter, it’s not only good for the soil, but I also wouldn’t have to pull out of the seed corn rotation, and that would be financially beneficial.”

“Years ago, he started playing with different termination dates for the cereal rye, experimenting with planting soybeans into the still living cover crop,” recalls Stefan. “When he first tried it there were some sleepless nights, thinking ‘is this going to work?’ Well, later in the year Jack sent me an e-mail, and it turns out he came out more profitable because the cover crop had helped suppress weeds and retain moisture, and he was able to use less herbicide in those strips.”

Not only is Jack’s research improving his own bottom line, it’s also opening business opportunities for the family as Jack is able to communicate the benefits of site-specific conservation practices to both landlords and other farmers.

“While there’s benefits to producers from using cover crops, the long-term benefits are to the landowner,” explains Jack. “It has the opportunity



“It’s so important for farmers to share their knowledge and their experiences with other farmers. And Jack really exemplifies that. His data is not locked in a vault. His learnings are there for anyone and everyone that wants to read it and think about it.”

— STEFAN GAILANS

Research and Field Crops Director, Practical Farmers of Iowa



to make land more valuable in future years, and I’ve been able to obtain some land because I was using conservation practices such as using cover crops.”

“Jack is being recognized as one of the cover crop experts locally, and he’s doing quite a bit of custom work for people who are now changing over to cover crops because they’ve seen and heard what Jack’s doing,” explains Marion. “He’ll share that knowledge and his successes and failures with anybody who’s willing to listen.”

A Generous Spirit Who Stewards Knowledge and Soil

It is this spirit of collaboration which sets Jack apart, not only as a sustainability innovator, but an impassioned advocate for scaling conservation practices among his fellow farmers.

“Jack is definitely very generous in sharing his results and observations,” recalls Stefan. “I get calls from farmers asking to connect with Jack because they read a research report or an article based on his experiments. I don’t think he’s ever said no.”

These peer-to-peer networks are critical not just for sharing new ideas, but also creating a powerful legacy for Jack as he builds a following of other sustainability champions.

“I’m proud of the opportunity that I’ve had to share the information that I’ve learned and be able to help educate others whether they’re landlords or whether they’re farmers,” shares Jack. “Having that

information available to the general farming public, allows them to learn from it, without having to have some of the head knocks that you get from it.”

From their own family to local farmers to the broader food and agriculture value chain, Jack’s legacy only continues to grow.

“My daughter lives in the Chicago area, my son lives in Michigan,” says Marion. “They may not be coming back to farm this land, but they put cover crops on their garden. They know the stories. Our legacy is keeping the soil going for the betterment of the generations to come.”

“Jack is helping to advance sustainable agriculture by being one of those who sticks his neck out to try new things right,” agrees Stefan. “He has a generous spirit, and he puts in the time to share it with anyone who wants to listen or calls on him, all in the name of improving the agricultural landscape.”

By stewarding not only the soil on his farm, but the knowledge and insights he has learned on sustainable farming practices with the broader agriculture community in Iowa, Jack leaves an indelible and positive impact on the Iowa landscape.

“As farmers, we’re stewards of the land and we need to protect the land as best we can,” Jack reflects. “My father-in-law’s philosophy was that he wanted to leave it in better shape than what he received it. I view my work as continuing his legacy of trying to help others at the same time as helping ourselves.”



Taking Sustainability Solutions Out of the Lab and Across Tennessee Cropland: **DUNCAN HONORED FOR DEDICATION TO SUPPORTING TENNESSEE FARMERS IN ADVANCING SUSTAINABILITY**

When Dr. Lori Duncan graduated from the University of Tennessee (UT) Herbert College of Agriculture, she had one particular career goal in mind.

“Coming out of engineering degrees, I really did not want to be sitting behind a desk,” reflects Dr. Duncan. “I knew I wanted to go into Extension and be able to talk with farmers day to day and have meaningful impact within the state.”

As the state row crop sustainability specialist for UT’s Institute of Agriculture, Dr. Duncan has not only impacted farmers in Tennessee—she provides a model for the broader University Extension community. She is one of the only dedicated state sustainability Extension specialists in the entire country, building a sustainability program which is scaling conservation practices in Tennessee and beyond.

“Lori has a unique role,” explains Jeff Via, UT Extension agent based in Fayette County. “Unlike many Extension specialists across the nation, she’s focused solely on sustainability, supporting everything from irrigation sensor work to fertility management to even drone technologies. She has to be flexible and have a diverse knowledge set in



COMMUNICATIONS

order to implement programs that farmers need in Tennessee.”

Supporting Extension agents in ninety-five counties across the state of Tennessee, Dr. Duncan serves as the central hub from which ag sustainability research from the university flows, supporting a diverse set of farmers as well as interfacing with multi-stakeholder networks like Field to Market to scale applied research and deliver impact. As an Extension leader, Dr. Duncan brings an integrated, multi-disciplinary skillset to develop research, education and outreach programs that deliver sustainability insights and improvements to Tennessee farmers.

“ We all need that person to push us a little harder to say, ‘Hey, where are we?

What can we do? And where are we headed with it?’ She is one of those trusted ones.”

— **BOB WALKER**
Cotton producer, Fayette County, Tennessee

A Connected Network of Sustainability Support
Recognized for her sustainability leadership in supporting farmers’ journeys of continuous improvement, Dr. Duncan was honored as Field to Market’s 2020 Trusted Adviser of the Year. A noted



sustainability researcher and a trusted personal adviser to cotton growers across Tennessee, Dr. Duncan serves as a model for state-level Extension specialists by translating impactful research outcomes into applicable management methods that not only support farmers’ bottom lines but also improve sustainability outcomes across the state.

“We have a diverse group of farmers across the state of Tennessee—growing cotton, wheat, soybeans, and corn,” explains Dr. Duncan. “These producers have a lot of different trusted advisors, and I think it’s important that they have somebody that’s

focused on sustainability that can really help them tell their story and help tie the agronomic practices that they have into their sustainability story.”

“My job as a county Extension agent is to help farmers in my county optimize their yields while keeping a good environmental footprint,” shares Via. “Building that relationship, building that trust with the farmer is an asset. Lori not only is providing me the information which I can provide to farmers to help them deliver positive outcomes—but if I need her, she will come across the state to help me and the farmers of Fayette County.”



COMMUNICATIONS

A Science-Based Approach for Tennessee Farmers

It is this unique framework which has enabled Dr. Duncan to translate her research from the university to the farm-gate, scaling sustainable practices to impressive heights across Tennessee.

“Dr. Duncan’s commitment to the cotton industry is illustrated by her stewardship through education, early implementation of the Fieldprint Platform into grower best practices and leadership developing the sustainability programming for the Beltwide conferences,” shares Jesse Daystar, chief sustainability officer, Cotton Incorporated.

Bolstered by Dr. Duncan’s research and education efforts, extension agents across the state have seen a dramatic increase in variable rate fertilizer application technology, from 450,000 acres in 2012 to over 700,000 in 2016. Row crop producers across the state are increasingly using this practice to increase profitability and reduce the risk of nutrient runoff to surface or groundwater resources.

To protect soil health and meet the state’s nutrient management goals, more than 743,000 row crop acres in Tennessee are also now being soil sampled according to UT soil testing standards, and 235,000 acres of winter cover crops were planted in row crop production fields to reduce soil and nutrient losses to the environment in the period after harvest and prior to spring planting.

Dr. Duncan has personally assessed nearly 10,000 acres of Tennessee cropland through Field to Market’s Fieldprint Platform, working directly with producers

to help them analyze their sustainability impact and identify areas for continuous improvement.

“When we started working with Lori years ago, I knew we needed to make changes in our fertility usage,” reflects Walker. “We had a lot of data. I knew what I had, but I didn’t always know what to do with it.”

Working with Dr. Duncan in the Platform, Bob has been able to identify areas for improvement and implement practices that reduce inputs while maintaining yields which ultimately drives higher profitability.

“ Dr. Duncan’s broad industry perspective and advocacy continues to showcase the value precision ag practices have for reducing environmental impacts benefiting land and growers for years to come.”

— JESSE DAYSTAR
Chief Sustainability Officer, Cotton Incorporated



COMMUNICATIONS

“I like to use Bob as one of my champion farmers,” exclaims Dr. Duncan. “As an avid supporter of precision ag technologies, he does a lot with variable rate application of nutrients. Through the Fieldprint Platform, we showed that he reduced his energy use and greenhouse gas emissions by about half by using variable rate nutrients. We could also show him that he reduced his fertilizer bill by about \$90 an acre on his cotton acreage.”

An engineer by training, Dr. Duncan is thrilled to connect with so many farmers eager to reap the benefits of precision agriculture methods.

“A lot of the work I do as an engineer is dealing with precision agriculture,” explains Dr. Duncan. “And many farmers that I work with day to day are on the leading edge of that technology.”

By harnessing the power of the Fieldprint Platform to drive changes, she impacts not only individual operations, but also demonstrates and advocates for these practices on farmland across the country and throughout the wider cotton industry.

Dr. Duncan’s work has been replicated by researchers at universities across the country, opening opportunities for cotton producers and extension partners to document and demonstrate the sustainability impact of their management practices to downstream apparel brands and retailers.

From University to Farm Gate

On top of an impactful research program, Dr. Duncan is constantly reaching new farmers and



audiences through her extension work. Her mastery of a wide range of sustainability and technology topics, paired with an easy-going nature and communicative style, gives her an unparalleled level of trust with farmers that is critical to her success.

“I’ve watched Dr. Duncan at work in front of groups of farmers,” adds John McClurkan, administrator of land and water stewardship programs, Tennessee Department of Agriculture. “She is an excellent communicator, and very believable. That’s key to producers, they’ve got to have that trust factor there.”

Equally key to her impact on farmers is her precise focus on practices that are not only environmentally impactful, but achievable and affordable for farmers to implement.

“A lot of the applied research that we do is focused on practices that maximize the profitability for a producer,” explains Dr. Duncan. “The practices that we do research on and educate producers on, we make sure that they’re reasonable, they’re practical to apply in the field and that they’re going to help farmers’ bottom line.”

“Lori’s research helps show you can maintain profitable yields with a minimum of input costs,” agrees McClurkan. “Connecting environmental outcomes with a farmer’s bottom line is at the heart of what sustainability’s all about.”

Writing Her Legacy for the U.S. Cotton Industry

Dr. Duncan’s impact doesn’t stop in the halls or laboratories of university researchers or at the Tennessee border. She is transforming the broader cotton industry as a board member of the newly launched U.S. Cotton Trust Protocol, setting her sights toward scaling the sustainability of all cotton produced in the United States.

“The U.S. Cotton Trust Protocol really has a bottom-up and top-down approach,” explains Dr. Duncan. “We want to be able to work with farmers to identify areas for improvement and improve on those, and also build a market demand for sustainably grown U.S. cotton.”



COMMUNICATIONS

With an eye towards supporting farmers in Tennessee and across the cotton belt, Dr. Duncan ensures that the farmers she works with are able to harness these platforms to demonstrate their own sustainability as well as that of the wider industry.

“Lori brings so much here to the growers,” shares Walker. “What she does behind the scenes, we don’t necessarily think about it on a daily basis. I can talk today to the consumer marketing side and let them know that we are doing it in a sustainable way because of Lori. She has given me the tools to talk to consumers through platforms like the Trust Protocol, and to use real world analysis to get my sustainability message out there.”

And for producers, demonstrating their commitment is not just about communicating with

downstream brands, but about preserving a legacy for future generations.

“I don’t know necessarily what five years from now will look like here on my farm, but we’ve got to be willing to change and be fluid in what we’re doing” reflects Walker. “I believe the next generation will be better off because of what we’re doing today, and that’s what we have to strive for.”

With two young daughters and only thirty-three herself, Dr. Duncan is leaving an impactful legacy for generations to come.

“We have a responsibility to our kids and their kids to preserve the environment and help them to be able to feed and clothe their children moving forward,” shares Dr. Duncan.

When it comes to her own legacy, Dr. Duncan hopes to connect and inspire not just farmers in Tennessee, but an audience even closer to home.

“I would love to see more women going into engineering and in agriculture,” expands Dr. Duncan. “I’d love to be a role model to my daughters to be able to go into any field that they want. I hope that they and other girls can connect to where their food and fiber is made and be able to develop impactful careers like I have with extension.”

“Lori is writing her legacy today,” shares Walker. “I don’t think that we have seen yet how far it’s really going to go.”



Precision Conservation Management Innovation Project Recognized for **EFFORTS TO SUPPORT ILLINOIS FARMERS IN ADVANCING WATER QUALITY AND SOIL HEALTH**

When sixth-generation Illinois farmer Tim Mohr sat down with his trusted adviser, Clay Bess, in his farm office this year, they huddled over an unlikely treasure trove: a report bound in a three-ring binder.

“It was the first time I had looked at that binder, and I was impressed,” recalls Tim. “The little amount of data that I’d put in, and the amount of data that Clay was already putting back out, right off the bat I knew it was something that I wanted to stay a part of. I immediately saw the value.”

Tim is one of more than 300 farmers across Illinois and Kentucky who mine these binders a few times every year for sustainability and economic gold, as the Illinois Corn Growers Association’s Precision Conservation Management (PCM) program deploys specialists like Clay to walk through field-level assessments, presenting data-driven sustainability insights and opportunities for improved profitability and productivity in a personalized, one-on-one setting.

“As a conservation consultant, I’m there to look over their financials and pair that with the environmental metrics to advance their conservation efforts on their operation,” explains Bess, a precision conservation specialist for PCM. “The strength of PCM comes from our boots on the ground approach and our farmer involvement.”



COMMUNICATIONS

Collaboration at All Levels

Recognizing outstanding collaboration and cross-sector partnership in advancing continuous improvement in sustainable agriculture at the field and landscape level, this year's Collaboration of the Year Award honors Field to Market members involved in the Illinois-based Precision Conservation Management Innovation Project—the Illinois Corn Growers Association, PepsiCo, Bunge, The Nature Conservancy and Environmental Defense Fund. An additional four Field to Market members support PCM through in-kind donations and program funding, including the Illinois Soybean Association, USDA's Natural Resources Conservation Service, the Soil Health Partnership, and Ecosystem Services Market Consortium.

Enrolled in Field to Market's Continuous Improvement Accelerator, the PCM Innovation Project highlights the power of diverse stakeholders to unite behind farmers in support of driving

powerful environmental and economic outcomes, with this impactful collaboration that spans four of Field to Market's membership sectors.

"Collaboration is critical, and this project is one of my favorites because it has collaboration at so many levels," shares Margaret Henry, director, sustainable agriculture, PepsiCo. "PCM's mission is to keep farmers farming, which is also what we want at PepsiCo. We're in this together."

The project partners unite behind three key goals: supporting participating Illinois farmers in addressing key environmental concerns including water quality, soil health and greenhouse gas emissions; enabling involved partners to demonstrate their sustainability commitments through robust aggregate data; and providing financial analysis to help farmers make sound business decisions when it comes to conservation practices.





Bolstered by a trusted network of one-on-one advisers and PCM's Farmer Portal, which integrates the powerful sustainability engine of the Fieldprint® Platform, the project engages more than 300 farmers across 325,000 acres and offers financial and technical assistance to meet these goals and scale conservation practices across Illinois and Kentucky.

Advancing Water Quality and Soil Health for Illinois

The Illinois Corn Growers Association launched the PCM program in 2015 with the help of a US\$5.35 million-dollar grant from the USDA Natural Resource Conservation Regional Conservation Partnership Program (RCPP), following the release of Illinois' state-level Nutrient Loss Reduction Strategy in 2015.

The program came to life as a carefully coordinated collaborative effort supporting stakeholders in understanding how conservation practices can address the state's overarching natural resource concerns, as well as equip farmers with the insights and tools to see how conservation adoption impacts their farm finances as well as 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.

"Nutrient management in Illinois has a wide impact on water quality not only in the state, but along the Mississippi watershed and in the Gulf of Mexico," explains Pipa Elias, director of agriculture in North America, The Nature Conservancy. "PCM has been a key initiative to bring together both farmers and the value chain to understand and advance the uptake of conservation practices which positively impact water quality and soil health outcomes."

Partnering with Field to Market civil society members The Nature Conservancy and Environmental Defense Fund, both of which are foundational partners with PCM, has helped the ICGA team expand the value proposition of the program beyond addressing water quality and farm financials into new areas including greenhouse gas emissions and local supply shed projects.

Through their conservation expertise, both organizations have worked closely with the PCM team to demonstrate through data analysis that farmers who are careful managers of their farms' agricultural



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inputs and power costs are able to see gains in both profitability and sustainability outcomes.

PCM advisers have honed in on increasing uptake of the practices which will improve these outcomes, such as cover crops or precision nutrient management.

“Cover crops are a very visual solution to a very visible problem,” describes Laura Gentry, director of water quality research, ICGA. “They have the potential to improve sustainability indicators ranging from water quality to biological diversity, to soil erosion, to nutrient use efficiency.”

“I’m using cover crops, and Clay really encouraged me to expand the use of that,” shares Curt Elmore, participating farmer. “Not only to improve soil health and carbon sequestration, but also to hold soil and nutrients where they need to be.”

“PCM has the knowledge and the resources to dig into the data,” explains Megan Weidner, vice president, corporate responsibility and sustainability, Bunge. “They’re helping the growers understand what practices they can implement on their farm that are truly going to make changes and help to improve the quality and the yield.”

Harmonizing Sustainability and Economic Data

PCM advisers bring a wide tool-set to every farmer meeting—but at the heart of it all is data.

“The value of the data to the farmers is everything,” shares Bess. “That’s what’s going to give them confidence to implement these practices.”

As a Field to Market Qualified Data Management Partner, PCM uses sustainability metrics and algorithms from the Fieldprint Platform, allowing farmers to assess the environmental performance of their management practices against regional, state and national benchmarks for key sustainability indicators.

PCM advisers pair that sustainability insight with economic analysis, working with Heartland Science & Technology Group to generate a secure and customized report which paints a full picture of a farm’s profitability and environmental health

“What Clay’s taught me is the facts are there,” explains Elmore. “It’s right there in black and white and you can’t really refute some of the data that he comes up with. He’s very objective and the data he collects speaks for itself.”

“Along with economic analysis, we’re also looking at it from an environmental metric standpoint through the Fieldprint Platform,” explains Bess. “From a farmer’s standpoint, they can see where they are ranked versus other farmers. Whether that’s on a local level, whether that’s from the state or regional viewpoint, they’re able to see how they measure up against their neighbors and then to make those changes.”

“The Fieldprint Platform really showed where I could improve and where I was maybe average to below average, starting four years ago,” continues Elmore. “And now I think we’ve made some improvements and have moved our mark towards the positive side.”



“PepsiCo has corporate goals around climate, we have corporate goals around sustainable sourcing, which when you get right down to it, means making our farms healthy. They Fieldprint Platform helps us ensure that we can do that in a way that is benchmarked against third-party standards and that has the right science behind it.”

— MARGARET HENRY
Director, Sustainable Agriculture, PepsiCo





“ I’m more than willing to try something, but I’m not willing to give up dollars on the bottom line. So, I felt comfortable with Clay coming out and showing me some of the numbers that he’d already seen, enough that I was willing to try it on some ground and see what it felt like on our operation.”

— TIM MOHR, *Illinois farmer*

Elmore and other participating farmers’ aggregate data is not just building powerful insights on the farm level, it is helping them tell their sustainability story to downstream food and beverage companies—and unlocking value at every step along the supply chain.

“Over the years, Bunge has worked with PCM and PepsiCo to recruit growers and grow the number of acres in the project,” shares Weidner. “We’re able to connect growers with opportunities with our downstream customers and help to improve soil health and yield along the way.”

“The data is very important to our supply chain partners, for them to meet their goals for their environmental targets that they’ve set for

themselves,” expands Bess. “They’re able to meet those goals and also be able to realize what it’s going to take for their farmers to turn around and implement these changes.”

Reducing Risk and Supporting Farmers’ Bottom Line

What it takes for a farmer to adopt new conservation practices can be complicated, and expensive, which is why PCM partners emphasize insights and mechanisms to help de-risk these changes.

“The economic data really motivates me to move in the right direction,” agrees Elmore.

While economic data returns value and insights to the farmer, PepsiCo and other PCM partners also recognize that more tangible economic incentives can be the key to unlocking behavior change which scales environmental benefits. PCM offers participating payments to farmers during their first two years enrolled in the program and has found that grower participation remains strong even after payments have ended, thanks to the tangible value which the program brings in strengthening their operations’ bottom line.

“Growers are running a small business, and any new project or conservation project is a risk for them,” explains Weidner. “By working with PepsiCo and PCM, we can help to alleviate some of that risk and get them over that hump of the unknown.”

“Cover crops are expensive,” agrees Elmore. “Incentivizing farmers to start employing some of these practices would allow them to not have so



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many reservations about sticking their neck out there monetarily.”

To alleviate risk, PepsiCo has begun offering direct monetary incentives for farmers participating in the PCM project.

“PepsiCo is providing cost-share money to help those farmers try cover crops at \$10/acre to make those practices more accessible,” explains Henry. “We want to make sure that anything we recommend works for the farmers, and we want to make sure that they’re able to try it and they don’t have to put all of their money into it.”

Putting Farmers First

With more than thirty partners involved in PCM, spanning public and private sector stakeholders, the benefits for the value-chain are multifaceted, and the work continues to scale.

Through extensive data analysis, PCM has unearthed impactful trends on the financial implications of tillage use and nitrogen fertilizer application rate and timing, sharing key findings with farmers and stakeholders in annual reports in Illinois media and Extension publications.

PCM’s data has also allowed farmers to quantify the points at which additional tillage passes or fertilizer applications stop paying off – and demonstrated that practices like strip tillage for corn production and no-till for soybean production are consistently among the most profitable for farmers across Illinois.



Backed by this data, PCM specialists have seen farmers enroll in the program with maybe a single conservation practice applied to just one or two fields ultimately, over several years, adopt additional conservation practices and scale them across much of their farmed acres. And the program continues to grow, scaling from serving fifty-six farmers in 2016 to over 300 in Illinois and Kentucky with a ninety percent retention rate.

“The biggest positive that I’ve seen with this job is just the change being made,” reflects Bess. “The

farmers planting cover crops for the first time, the farmers backing off on tillage, one fewer pass or even moving to a strip-till operation, which we’ve had a dozen farmers already implement.”

And for the PCM partners, the heart of the program always comes back to the farm gate.

“In order to do something different, in order to do something new, you have to work together to find a shared purpose,” shares Henry. “That’s what we’ve done in this project. We understand that keeping these farmers on the land and keeping that land healthy is in all of our interest, so we’re working together towards the same goal. That’s what makes this work.”

Participating farmers agree that support from the value chain enables them to make impactful changes, and that PCM has distinguished itself through the personal, heartfelt approach which guides every farmer meeting.

“Collaboration’s a big piece of the puzzle, and we need more people on the team to win,” reflects Mohr. “Clay takes pride in knowing what farmers are doing to try to improve their operation for what everybody wants, whether it be Field to Market or PCM.”

“It’s kind of on my shoulders in this generation, to step forward and take some of those strides,” shares Elmore. “Clay is basically the guide; he’s helping me get where I would like to see our farm going in the future towards being more environmentally sustainable.”



FINANCIALS

The total revenue in 2020 was

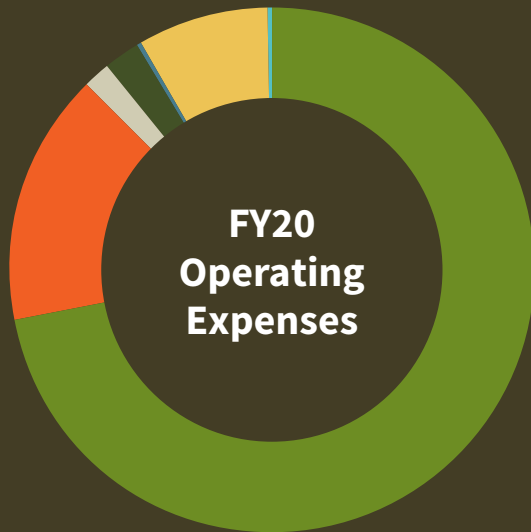
\$2,745,673

Total expenses in 2020 amounted to

\$2,664,459

At the end of 2020, net assets were

\$1,392,953



Membership Contributions	73%
Grants and Sponsorships	15%
Paycheck Protection Program Grant	8%
In-kind	2%
License income	2%
Government Grant	0%
Miscellaneous & Interest	0%



Total Program Services	82%
Management and General	14%
Membership Development	4%

FINANCIALS

COMBINED STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

FOR THE YEAR ENDED IN DECEMBER 31, 2020

REVENUE AND SUPPORT:	Unrestricted	Restricted	Total
Membership Contributions	\$1,979,980		\$1,979,980
Grants and Sponsorships	\$10,500	\$415,000	\$425,500
In-kind	\$47,709	-	\$47,709
License income	\$60,000	-	\$60,000
Government Grant	\$10,807	-	\$10,807
Paycheck Protection Program Grant	\$214,521	-	\$214,521
Miscellaneous & Interest Income	\$7,156	-	\$7,156
Net Assets Released from Restrictions	\$270,597	(\$270,597)	-
TOTAL REVENUE AND SUPPORT	\$2,601,270	\$144,403	\$2,745,673
EXPENSES:			
Program Services:			
Metrics	\$345,350	-	\$345,350
Education & Outreach	\$166,157	-	\$166,157
Technology	\$674,669	-	\$674,669
Verification	\$198,131	-	\$198,131
Harmonization	\$187,924	-	\$187,924
Awards & Recognition	\$102,394	-	\$102,394
Accelerator projects	\$344,430	-	\$344,430
Stakeholder Convening	\$168,857	-	\$168,857
Total Program Services	\$2,187,912	-	\$2,187,912
Membership Development	\$108,155	-	\$108,155
Management & General	\$368,392	-	\$368,392
TOTAL EXPENSES	\$2,664,459	-	\$2,664,459
CHANGE IN NET ASSETS	(\$63,189)	\$144,403	\$81,214
NET ASSETS: BEGINNING OF YEAR	\$1,198,828	\$112,911	\$1,311,739
END OF YEAR	\$1,135,639	\$257,314	\$1,392,953

LOOKING AHEAD

While the past year represented significant progress for Field to Market and our collective efforts to drive continuous improvement across U.S. agriculture, we are looking ahead to an even stronger 2021 as we return to in-person convenings with our membership. Our plans include:

- The formation of an **Innovative Finance Workgroup**, established by our Board of Directors to explore creative finance mechanisms to support farmers in scaling conservation practices and sustainable outcomes;
- The publication of our **fourth National Indicators Report**, a signature peer-reviewed

report that analyzes sustainability trends over the past four decades for U.S. agriculture, evaluating the conservation and stewardship efforts of our nation's commodity crop farmers;

- **Launching Fieldprint Platform 4.0**, which will include key updates to Field to Market's sustainability metrics, including finalization of an improved water quality metric and the introduction of a quantitative approach to assessing soil carbon sequestration; and
- The creation of a new **Qualified Data Analyst program** along with new value chain guidance for reporting **Scope 3 impacts** from commodity crop production.



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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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