



Field to Market®

Scaling Impact

2019-2021 STRATEGIC PLAN

The Challenge

- Food and agriculture industry in the United States continues to undergo rapid, profound change
- The challenges are increasingly complex as the industry seeks to produce food, feed, fiber and fuel for a growing, more affluent global population, while conserving our natural resource base
- We must cast a compelling vision for the future and develop an effective strategy to enable the Alliance to address these challenges at the pace and scale required

What We Can Achieve Together

A future in which agriculture supports resilient ecosystems and enhances farmer livelihoods

- To make this vision a reality, we need a strategy that mobilizes the collective influence of our diverse membership to drive continuous improvement in environmental outcomes, while ensuring value is created for each link of the chain
- Under this strategy, Field to Market will emerge not only as a strategic, high-impact alliance of committed stakeholders, but also as a visible and powerful catalyst in contributing solutions to pressing environmental challenges
- Our strategic plan seeks to deepen partnerships and collaborations, mobilize stakeholders and resources and develop our ability to track, measure and demonstrate impact

Our Guiding Principles

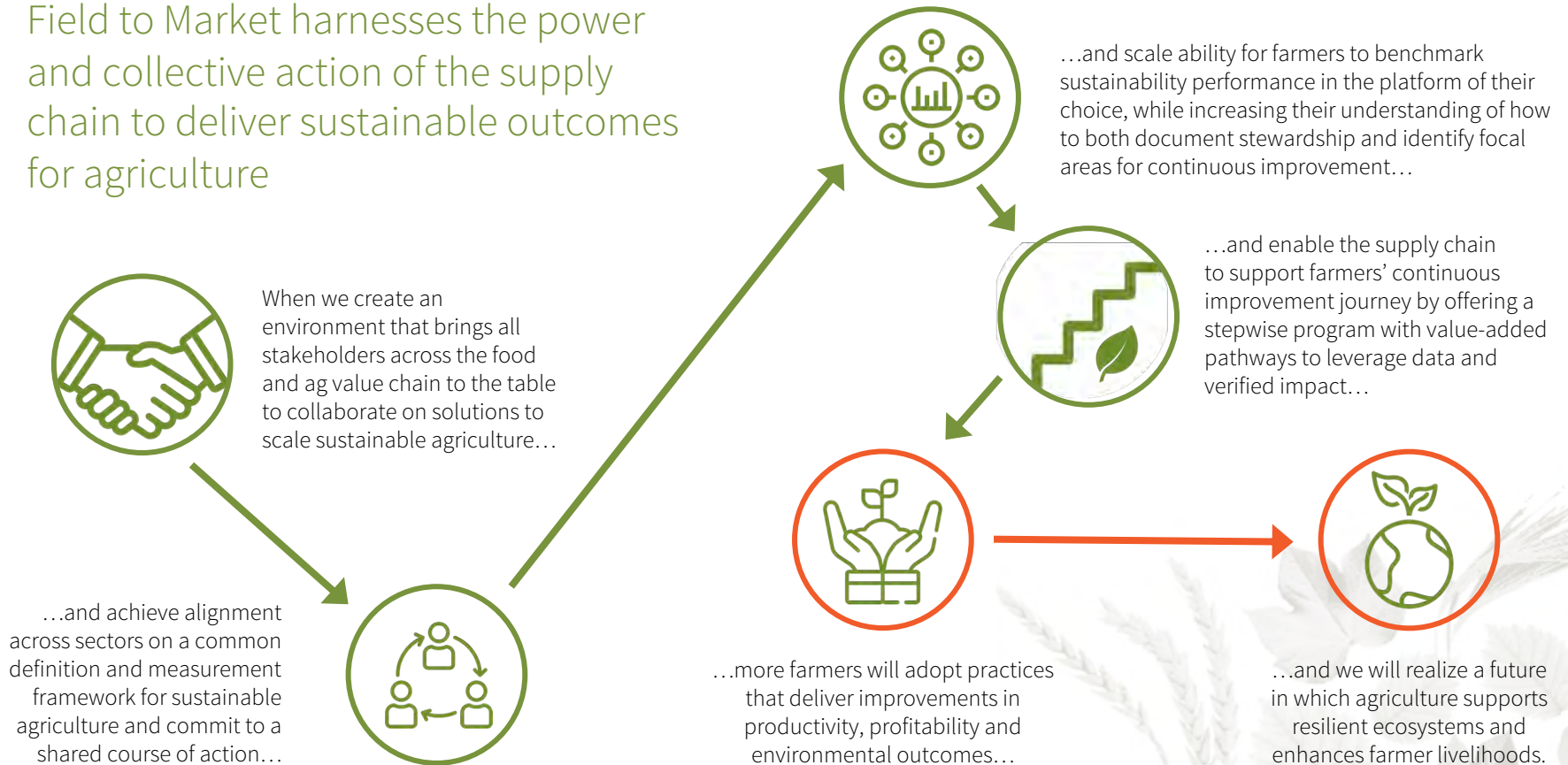
Field to Market is committed to uniting the supply chain to deliver sustainable outcomes for agriculture. The following principles are foundational to our strategy:

- Grounded in science
- Outcomes-based
- Technology neutral
- Committed to continuous improvement
- Inclusive of the farmers' voice and committed to grower data privacy
- Collaboration and transparency as keys to driving improvement



ROOTED IN A THEORY OF CHANGE

Field to Market harnesses the power and collective action of the supply chain to deliver sustainable outcomes for agriculture



Strategic Priorities

Our strategic priorities for 2019-2021 reflect Field to Market's commitment to delivering sustainable outcomes at scale. And because trust in food and agriculture has never been more important, we are prioritizing transparency in our approach.

- **Convene Diverse Stakeholders** - Convene diverse stakeholders to facilitate multi-sector collaboration, advance shared learning, and drive collective action.
- **Provide Science-Based Leadership** - Develop and strengthen Field to Market's science- and outcomes-based resources for measuring sustainability performance and assessing opportunities for improvement.
- **Scale Impact Through Partnerships** - Establish a flexible program framework, facilitate partnerships, and leverage capacity to support farmers in delivering improved environmental outcomes at the field and landscape levels.
- **Enable Credible Communications** - Enable credible stakeholder communications that facilitate and improve supply chain and industry reporting, showcase leaders in sustainability, and strengthen public confidence in the food and agriculture system.



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Strategic Priority #1

CONVENE DIVERSE STAKEHOLDERS

STRATEGIC PRIORITY #1: Convene Diverse Stakeholders

Convene diverse stakeholders to support multi-sector collaboration, advance shared learning, and drive collective action.

Key Strategies

- Convene cross-sector dialogues focused on co-creating strategies to address key opportunities and barriers in scaling sustainable agriculture
- Host annual events, including the Sustainable Ag Summit, FTM plenary meetings, and a Senior Executive Forum to provide opportunities for shared learning
- Provide transparent multi-stakeholder governance processes to ensure credible programs and initiatives

Member Roles

- Actively participate in Field to Market's meetings, programs, and cross-sector dialogues
- Adhere to Field to Market's member roles, responsibilities, and code of conduct



STRATEGIC PRIORITY #1: Convene Diverse Stakeholders

Convene diverse stakeholders to support multi-sector collaboration, advance shared learning, and drive collective action.

What's New or Different

- **Convening Thought Leaders** – Field to Market will shift the focus of our convenings, spending less time on program implementation/governance and placing more emphasis on exploring how the industry can overcome systemic barriers to scaling sustainable agriculture. The organization will convene its diverse membership to facilitate discussions that are best suited to take place in a multi-sector setting, even if the outcome of such dialogue requires actions that fall outside of Field to Market's program.



STRATEGIC PRIORITY #1: Convene Diverse Stakeholders

Convene diverse stakeholders to support multi-sector collaboration, advance shared learning, and drive collective action.

Measuring Success

- Five percent annual membership growth with a focus on underrepresented sectors (*2017 Baseline - 134*)
 - **2019 Target** – 140 members
 - **2020 Target** – 147 members
 - **2021 Target** – 154 members
- Increase member engagement opportunities, including establishment of new cross-sector convenings to address systemic barriers and opportunities to scaling sustainable agriculture (*2017 Baseline – 59%*)
 - **2019 Target** – 70%
 - **2020 Target** – 80%
 - **2021 Target** – 90%





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Strategic Priority #2

PROVIDE SCIENCE-BASED LEADERSHIP

STRATEGIC PRIORITY #2: Provide Science-Based Leadership

Develop and strengthen Field to Market's science- and outcomes-based resources for measuring sustainability performance and assessing opportunities for improvement.

Key Strategies

- Strengthen and maintain a common, science-based measurement framework to assess environmental impacts from commodity crop production
- Strengthen and maintain a robust data platform, including an application programming interface (API) to standardize and streamline data collection, analysis and reporting
- Identify key research needs to improve measurement and/or benchmarking and communicate these gaps to the scientific community

Member Roles

- Engage in metrics development through the committee approval process and other public comment periods
- Companies with digital properties should seek to integrate Field to Market's metrics into their software tools
- Utilize Field to Market's platform, including Qualified Data Management Partner tools, for sustainability measurement and reporting

STRATEGIC PRIORITY #2: Provide Science-Based Leadership

Develop and strengthen Field to Market's science- and outcomes-based resources for measuring sustainability performance and assessing opportunities for improvement.

What's New or Different?

- **Rapidly expanding data partners to scale measurement** – Field to Market will elevate existing strategy to more proactively pursue new Qualified Data Management Partners in order to scale grower access to our sustainability metrics through third-party tools and software.
- **Identify sustainability research needs** – Field to Market will engage the scientific community in the identification of research needs pertaining to measuring and advancing sustainability outcomes in commodity crop production. The organization will develop a strategic engagement plan to shape research priorities and will convene scientists to catalog and elevate these needs.



STRATEGIC PRIORITY #2: Provide Science-Based Leadership

Develop and strengthen Field to Market's science- and outcomes-based resources for measuring sustainability performance and assessing opportunities for improvement.

Measuring Success

- By 2021, all eight of Field to Market's sustainability metrics will have undergone the required triennial review to ensure best available science is incorporated, the process is transparent to external stakeholders, and any research needs identified have been clearly communicated to the scientific community.
- By 2021, enable farmers to have greater choice in accessing Field to Market's sustainability metrics by scaling integration with more software providers, thereby expanding acreage influenced (*2017 Baseline – approx. 25M acres through four partners*).
 - **2019 Target** – 30M acres
 - **2020 Target** – 50M acres
 - **2021 Target** – 65M acres





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Strategic Priority #3

SCALE IMPACT THROUGH PARTNERSHIPS

STRATEGIC PRIORITY #3: Scale Impact Through Partnerships

Establish a flexible program framework, facilitate partnerships, and leverage capacity to support farmers in delivering improved environmental outcomes at the field and landscape levels.

Key Strategies

- Develop a process-based standard that provides a flexible program framework for how member-driven projects support farmers' continuous improvement journeys
- Facilitate collaboration and accelerate continuous improvement by developing a partnership portal to match member-driven projects with local implementation partners and other sponsors
- Elevate the role of farmers' trusted advisers in advancing sustainable agriculture by partnering to build capacity through educational resources and training opportunities

Member Roles

- Establish member-driven projects that are designed to support growers' continuous improvement journey and improve environmental outcomes
- Members with relevant expertise should partner with the supply chain to scale data collection and offer decision support for growers
- Adhere to Field to Market requirements for transparent project registration and reporting

STRATEGIC PRIORITY #3: Scale Impact Through Partnerships

Establish a flexible program framework, facilitate partnerships, and leverage capacity to support farmers in delivering improved environmental outcomes at the field and landscape levels.

What's New or Different?

- **Multi-Purpose Member-Driven Projects**— Field to Market will enable a flexible program framework to support multiple pathways for how projects can help growers' achieve various milestones on their journeys of continuous improvement, with the collective aim of helping growers achieve improved environmental outcomes and sustainability performance.
- This flexible program framework achieves three important goals:
 - Provides flexibility that meets companies, organizations and farmers where they are at—recognizing and supporting different starting points in their sustainability journey
 - Establishes a clear programmatic framework and process-based standard to catalyze continuous improvement and maximize project impact
 - Offers additional recognition for members that are providing supplemental investment in grower support and continuous improvement strategies as well as members that are preparing farmers through outreach and education to engage in sustainability measurement

STRATEGIC PRIORITY #3: Scale Impact Through Partnerships

Establish a flexible program framework, facilitate partnerships, and leverage capacity to support farmers in delivering improved environmental outcomes at the field and landscape levels.

What's New or Different?

- **Partnership Portal** – Field to Market will establish an online Partnership Portal to facilitate voluntary member collaboration in local member-driven projects. The organization will create a tool to more effectively match organizations interested in specific sourcing regions to those with on-the-ground capabilities, including project support and technical assistance for growers.
- **Elevating Role of Trusted Advisers** – Field to Market will partner with its members to elevate the role that trusted advisers can play in supporting farmers' journeys of continuous improvement and contribute to initiatives that help translate the role that sound agronomic advice and conservation planning can play in delivering improved environmental outcomes and sustainability performance.

STRATEGIC PRIORITY #3: Scale Impact Through Partnerships

Establish a flexible program framework, facilitate partnerships, and leverage capacity to support farmers in delivering improved environmental outcomes at the field and landscape levels.

Measuring Success

- One-third of Field to Market member organizations participate in online partnership portal by submitting needs/interests and/or capacity/expertise available
 - **2019 Target** – 30 members
 - **2020 Target** – 41 members
 - **2021 Target** – 52 members



STRATEGIC PRIORITY #3: Scale Impact Through Partnerships

Establish a flexible program framework, facilitate partnerships, and leverage capacity to support farmers in delivering improved environmental outcomes at the field and landscape levels.

Measuring Success

- Quadruple the number of active member-driven projects (*2017 Baseline - 51*)
 - **2019 Target** – 85 projects
 - **2020 Target** – 145 projects
 - **2021 Target** – 204 projects
- 500 percent increase in acres enrolled in member-driven projects (*2017 Baseline – 1.5M acres*)
 - **2019 Target** – 3.75M acres
 - **2020 Target** – 5.25M acres
 - **2021 Target** – 7.65M acres





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Strategic Priority #4

ENABLE CREDIBLE COMMUNICATIONS

STRATEGIC PRIORITY #4: Enable Credible Communications

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

Key Strategies

- Extend claims and verification opportunities to enable member-driven projects to make sustainability claims based on credible project attributes for projects that are not yet eligible for impact claims
- Align with other strategic sustainability programs and standards to provide a pathway for additional recognition for participating farmers and supply chain entities
- Feature and recognize exemplary growers and projects via Sustainability Leadership Awards
- Highlight projects' progress and impact in catalyzing continuous improvement through storytelling in annual report and explore how an analysis of aggregate program data could be used as a supplement in the National Indicators Report



STRATEGIC PRIORITY #4: Enable Credible Communications

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

Member Roles

- Members utilize Field to Market's program to make credible public claims and to seek streamlined recognition from aligned standards
- Members nominate deserving award recipients to encourage and promote farmer and supply chain leadership in sustainable agriculture
- Members utilize annual report to inform continuous improvement strategies and commit to driving collective action where needed most



STRATEGIC PRIORITY #4: Enable Credible Communications

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

What's New or Different?

- **More Flexible Verification Protocols** – Field to Market's new stepwise approach and process-based standard (particularly advanced projects) will enable claims based on outcomes, as well as credible project attributes. Transparency is emphasized via publication of project registrations, project plans, and annual reports assessing progress.
- **Annual Progress Reporting** – Field to Market will highlight the progress and impact of diverse member-driven projects in catalyzing continuous improvement through storytelling in annual report



STRATEGIC PRIORITY #4: Enable Credible Communications

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

What's New or Different?

- **Alignment or partnership with other sustainability standards to create a pathway for added recognition** – Field to Market will seek strategic alignment or partnerships with other sustainability programs and standards through benchmarking efforts and equivalency agreements. These pathways can be made available through optional modules within the Fieldprint Platform and will reinforce Field to Market's program as a common entry point for various kinds of supply chain recognition or value-added opportunities.



STRATEGIC PRIORITY #4: Enable Credible Communications

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

Measuring Success

- By 2021, reach formal alignment with at least three additional sustainability programs or standards
- Seventy-five percent increase in the number of impressions referencing Field to Market in public communications resulting from Claims, Sustainability Leadership Awards, Annual Impact Report and/or National Indicators Report (*2017 Baseline – 212 million media impressions*)
 - **2019 Target** – 250M impressions
 - **2020 Target** – 300M impressions
 - **2021 Target** – 375M impressions



What We Will Not Do & How We Will Partner

- **Decision support for growers** – While Field to Market is working diligently to offer improved sustainability benchmarking and analysis for growers, the program will not provide direct decision support at a farm level. Instead, the organization will continue to develop educational resources and build capacity within trusted advisers who are better positioned to offer locally relevant agronomic guidance to growers.

We will continue to encourage our members to partner with trusted advisers such as certified crop advisers, retail agronomists, conservation districts, extension agents, NRCS staff and local NGO partners to advise farmers on strategies to pursue continuous improvement in environmental outcomes.

- **Setting minimum criteria or performance thresholds for growers** – Field to Market will not establish specific farm-level practice standards or quantitative performance thresholds for growers. Rather, the organization will maintain its commitment to a fundamental principle of advancing continuous improvement. This includes enabling measurement and reporting against organizations' science-based targets, as well as a new process-based standard to communicate credible project attributes.

We will continue to pursue alignment and seek equivalency agreements with other sustainability schemes and programs that offer value-added opportunities to our members by enabling additional pathways to leverage Field to Market's outcomes-based approach.

What We Will Not Do & How We Will Partner

- **On-product labeling** – Due to the complexity of commodity crop supply chains, the level of traceability required to support on-product sustainability labels, and the decision not to establish minimum criteria, Field to Market will not attempt to establish its own consumer facing label or certification program. Rather, Field to Market will continue to focus on other aspects of B-to-B measurement and reporting as a means of demonstrating and catalyzing continuous improvement.

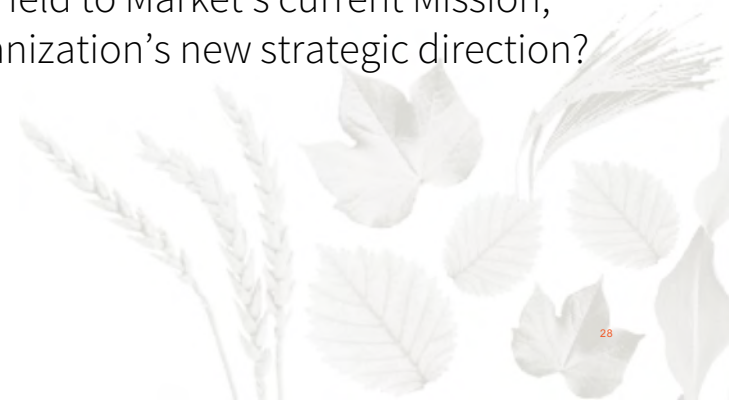
We will continue to encourage members to utilize their engagement in Field to Market and member-driven projects as the basis for credible, science-based communication to consumers to demonstrate how farmers and the supply chain are working together to protect water, air, soil, habitat and a way of life for generations to come.



Key Issues to Be Addressed in Development of Implementation Plan

Between October 15 and February 15, Field to Market's Board of Directors will work with staff to develop an implementation plan for the Strategic Plan and create opportunities for member engagement and dialogue on the issues and challenges brought forward during the Strategic Planning process.

- How can Field to Market's flexible project framework be more inclusive of the various stages in a farmer's journey of continuous improvement?
- As we evaluate outcomes of member-driven projects, how is continuous improvement defined within those different types of projects?
- How can the National Indicators Report be bolstered with primary data to show sustainability trends of farmers participating in Field to Market's program?
- Considering the outcome of the Strategic Plan, how should Field to Market's current Mission, Vision and/or Goals statements be revised to reflect the organization's new strategic direction?





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Strengthening Value Proposition
RESPONDING TO SECTOR PRIORITIES

Responding to Priorities Identified by Sectors

Agribusiness

- Enables business opportunities for B2B sustainability reporting by scaling data partnerships through Fieldprint Platform's application programming interface
- Maintains a common science- and outcomes-based measurement framework across all major commodity crops and creates streamlined pathways for additional value/recognition via agreements with other sustainability programs and standards
- Enhances the sector's leadership and voice by expanding the focus of Field to Market's ongoing convenings to overcome systemic barriers to scaling sustainable agriculture
- Elevates role of trusted advisers in helping translate sustainability analytics into meaningful agronomic recommendations to improve productivity, profitability and environmental outcomes for farmer clientele



Responding to Priorities Identified by Sectors

Brands & Retail

- Creates a more flexible project framework for companies with differing sustainability strategies and approaches in the U.S.
- Establishes a process-based standard with more flexible verification protocols to enable claims based on outcomes, as well as credible project attributes
- Establishes a Partnership Portal to more effectively match organizations interested in specific sourcing regions to those with on-the-ground capabilities, including project support and technical assistance for growers
- Maintains a common science- and outcomes-based measurement framework across all major commodity crops and creates streamlined pathways for additional value/recognition via agreements with other sustainability programs and standards



Responding to Priorities Identified by Sectors

Civil Society/Affiliate

- Establishes a more flexible project framework for member-driven projects with a process-based standard that supports/facilitates continuous improvement at the field and landscape levels
- Provides greater transparency pertaining to project attributes and outcomes
- Establishes a Partnership Portal to more effectively match organizations interested in specific sourcing regions to those with on-the-ground capabilities, including project support and technical assistance for growers
- Maintains a common science- and outcomes-based measurement framework across all major commodity crops



Responding to Priorities Identified by Sectors

Grower

- Protects individual grower data privacy and focuses program requirements at the project level rather than establishing farm-level practice standards or quantitative performance thresholds
- Streamlines data collection and reporting for growers through rapid scaling of the Fieldprint Platform's application programming interface
- Maintains a common science- and outcomes-based measurement framework across all major commodity crops and creates streamlined pathways for additional value/recognition via agreements with other sustainability programs and standards
- Develops training and capacity building for growers' trusted advisers to help translate sustainability analytics into meaningful agronomic recommendations to improve productivity, profitability and environmental outcomes

