



Field to Market®

2022-2024 STRATEGIC PLAN

Shaping Our Future

We are grateful to the countless member organizations who provided feedback and direction on key opportunities to refine and calibrate Field to Market's approach to accelerate impact and deliver the outcomes that society and our planet need from agriculture. Several themes emerged from our member listening sessions identifying key opportunities to increase Field to Market's impact:

- **Nimbler Governance** — Create opportunities to enable members to focus on topics that are most timely and relevant
- **Landscape Approaches** — Foster shared learning and support for pre-competitive collaboration at a landscape level
- **Supporting the Transition** — Stronger focus on the necessary enabling conditions for farmers to overcome agronomic and financial risks of transitioning to more sustainable and regenerative production systems





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2022-2024 Strategic Priorities



Convene Diverse Stakeholders

Convene diverse stakeholders to facilitate multi-sector collaboration, advance shared learning, and drive collective action in accelerating sustainable outcomes for nature and farmers.



Provide Science-Based Leadership

Develop and strengthen science- and outcomes-based resources to measure sustainability performance, assess opportunities for improvement and bridge environmental and social science to catalyze positive change.



Identify and Promote Innovative Incentive Strategies

Strengthen capacity across the value chain to deploy effective incentive strategies to support farmers in scaling conservation adoption by addressing agronomic and financial risk of transition.



Scale Impact Through Partnerships

Facilitate and scale pre-competitive partnerships across the value chain that deliver continuous improvement at the field, farm 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 facilitate multi-sector collaboration, advance shared learning, and drive collective action in accelerating sustainable outcomes for nature and farmers.

Key Strategies

- Provide transparent multi-stakeholder governance processes to ensure credible programs and initiatives
- Host ongoing events, including the annual Sustainable Ag Summit, biannual Plenary meetings, Cross-Sector Dialogue series and a Senior Executive Forum to provide opportunities for shared learning
- Develop strategic partnerships that lead to collaborative solutions for how the agricultural value chain can advance equity and inclusion for farmers of color and other underrepresented communities, especially within the context of sustainability initiatives

Member Roles

- Actively participate in Field to Market's programs and meetings and volunteer for Standing Committees and Workgroups
- Adhere to Field to Market's member roles, responsibilities, and code of conduct



STRATEGIC PRIORITY #1: Convene Diverse Stakeholders

Convene diverse stakeholders to facilitate multi-sector collaboration, advance shared learning, and drive collective action in accelerating sustainable outcomes for nature and farmers.

What's New or Different

- **Revise Governance Model** - As Field to Market strives to become nimbler in its governance and more focused on issues that are timely and relevant, the following changes will be made to our Standing Committee and Workgroup structure:
 - The Awards & Recognition Committee functions will be folded into the Education & Outreach Committee with a broadened scope of work, including: a) developing member education and training opportunities, b) building capacity within trusted adviser community, c) leveraging social and behavioral science research within supply chain sustainability initiatives, d) and recognizing sustainability champions.
 - The Innovative Finance Workgroup will become a more permanent Standing Committee and will be tasked with identifying and promoting effective incentive strategies, including blended approaches to conservation finance.
 - The Verification Committee will become the Standards Committee with additional responsibilities pertaining to harmonizing and aligning with other sustainability standards and protocols.
 - The selection process for Standing Committees will shift to Board appointment via member applications rather than elections, while maintaining a sector-balanced approach.
 - The Board will consider additional ad hoc workgroups to be established each year on a temporary basis to address specific topics that are timely and relevant but might otherwise fall outside the Standing Committee structure. Immediate opportunities include Workgroups on Public -Private Partnerships and Diversity, Equity & Inclusion.
- **Increase Diversity** – Develop strategic partnerships that lead to collaborative solutions for how the agricultural value chain can advance equity and inclusion for farmers of color and other underrepresented communities, especially within the context of sustainability initiatives



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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, assessing opportunities for improvement and bridging environmental and social science to catalyze positive change.

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
- Enable a community of practice around the social science of sustainable agriculture to identify effective strategies to support farmers adoption of conservation practices

Member Roles

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

STRATEGIC PRIORITY #2: Provide Science-Based Leadership

Develop and strengthen Field to Market's science- and outcomes-based resources for measuring sustainability performance, assessing opportunities for improvement and bridging environmental and social science to catalyze positive change.

What's New or Different?

- **Update Technology Roadmap** - Create an updated Technology Roadmap to identify key developments in agricultural data and technology while recommending new strategies for streamlined sustainability analysis, reporting and validation.
- **Support assessment across diverse rotations** – Incorporate small grains and pulses into Field to Market's tools and program to support sustainability assessment across longer, more diverse crop rotations as a key strategy for accelerating sustainable outcomes.
- **Enable a community of practice around social science** – Foster shared learning and help translate applied social science research to supply chain sustainability efforts to leverage best practices from social science practitioners to support farmers in scaling conservation adoption.





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Strategic Priority #3

IDENTIFY & PROMOTE INNOVATIVE INCENTIVE STRATEGIES

STRATEGIC PRIORITY #3: Identify and Promote Innovative Incentive Strategies

Strengthen capacity across the value chain to deploy effective incentive strategies to support farmers in scaling conservation adoption by addressing agronomic and financial risk of transition.

Key Strategies

- Create a standardized approach for how the broader industry can support farmers in evaluating the economic feasibility of the types of practices that may improve environmental outcomes.
- Strengthen knowledge and capacity across our membership to deploy the right blend of incentives (e.g., financial, technical assistance and peer support) to meet farmers' unique needs, risk tolerance and motivations.
- Deepen engagement with the financial community to strengthen relationships in service of mobilizing more catalytic capital and explore the development and deployment of innovative finance mechanisms that leverage matching funds from private sector, philanthropic organizations and government.

Member Roles

- Explore, test and pilot new incentive mechanisms within supply chain sustainability initiatives that help to de-risk conservation adoption for farmers.

STRATEGIC PRIORITY #3: Identify and Promote Innovative Incentive Strategies

Strengthen capacity across the value chain to deploy effective incentive strategies to support farmers in scaling conservation adoption by addressing agronomic and financial risk of transition.

What's New or Different?

- **Build Capacity** – As a focus of the new Innovative Finance Committee, strengthen knowledge and capacity across our membership to adopt the right blend of incentives – financial, technical assistance and peer support – to meet farmers' unique needs, risk tolerance and motivations. This includes hosting workshops, developing resources and commissioning research as needed.
- **Align Economic & Environmental Assessment** – Create a standardized approach for how the broader industry can support farmers in evaluating the economic feasibility of the types of practices that may improve environmental outcomes measured by the Fieldprint Platform
- **Expand Staff Expertise** – Hire one additional FTE with ag finance expertise to help implement key strategies identified across this priority area.





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Strategic Priority #4

SCALE IMPACT THROUGH PARTNERSHIPS

STRATEGIC PRIORITY #4: Scale Impact Through Partnerships

Facilitate and scale pre-competitive partnerships across the value chain that deliver continuous improvement at the field, farm and landscape levels.

Key Strategies

- Expand staff support and digital tools for Continuous Improvement Project design, implementation and reporting, and encourage companies with interest in shared geographies to pursue landscape-based approaches to collaboration.
- Increase documentation of Continuous Improvement Project learnings through case studies and make available through regular publications and educational opportunities for Field to Market members.
- Cultivate additional local partners and trusted advisers through outreach and training to support Continuous Improvement Projects and landscape level collaborations across supply chains.

Member Roles

- Establish Continuous Improvement Projects, including pre-competitive partnerships across the value chain that are designed to support growers in delivering improved environmental outcomes at the field, farm and landscape levels.
- Share best practices and other pre-competitive learnings from Continuous Improvement Projects to strengthen supply chain sustainability efforts across the industry.
- Adhere to Field to Market requirements for transparent project registration and reporting

STRATEGIC PRIORITY #4: Scale Impact Through Partnerships

Facilitate and scale pre-competitive partnerships across the value chain that deliver continuous improvement at the field, farm and landscape levels.

What's New or Different?

- **Foster Landscape Level Collaboration** - Expand staff support and digital tools for Continuous Improvement Project design, implementation and reporting, and encourage companies with interest in shared geographies to pursue landscape-based approaches to collaboration. This includes new functionality in Field to Market's Partnership Exchange to leverage a map-based interface for members to identify collaboration opportunities in priority landscapes.
- **Expand Local Capacity** - Cultivate additional local partners and trusted advisers through outreach and training to support Continuous Improvement Projects and landscape level collaborations across supply chains.
- **Share Learnings** - Increase documentation of Continuous Improvement Project learnings through case studies and make available through regular publications and educational opportunities for Field to Market members.





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Strategic Priority #5

ENABLE CREDIBLE COMMUNICATIONS

STRATEGIC PRIORITY #5: 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

- Align with other strategic sustainability/regenerative programs and standards, including Scope 3 methodologies, to provide opportunities for additional recognition for participating farmers and supply chain entities.
- Explore a novel set of clearly defined principles and criteria for sustainable/regenerative agriculture at a farm and landscape level, including mapping how existing metrics and additional indicators can evaluate progress toward regenerative ag commitments.
- Feature and recognize exemplary growers, trusted advisers and Continuous Improvement Projects via Sustainability Leadership Awards and Spotlight program

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, trusted adviser and supply chain leadership in sustainable agriculture

STRATEGIC PRIORITY #5: 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?

- **Strengthen Scope 3 Recognition** - Achieve alignment with Scope 3 reporting methodologies to provide additional recognition and value for farmers and supply chain companies participating in Continuous Improvement Projects.
- **Establish Principles and Criteria** – Explore a novel set of clearly defined principles and criteria for sustainable/regenerative agriculture at a farm and landscape level, including mapping how existing metrics and additional indicators can evaluate progress toward regenerative ag commitments.

