

Commitment Metrics - Company and Aggregate Reporting

When the Stewardship Commitment was launched in 2018, no mechanism existed for dairy processors to report metrics defined in the Commitment in an efficient, secure and confidential way. To facilitate aggregated reporting of annual progress on behalf of U.S. dairy, the Innovation Center partnered with Harbor, an environmental consulting firm with expertise in refining accepted reporting programs to meet specific needs, to develop a processor reporting tool based on the Intelex Platform. Intelex is an online environmental, health, safety and quality (EHSQ) reporting platform used by over 1,300 companies worldwide.

Overview

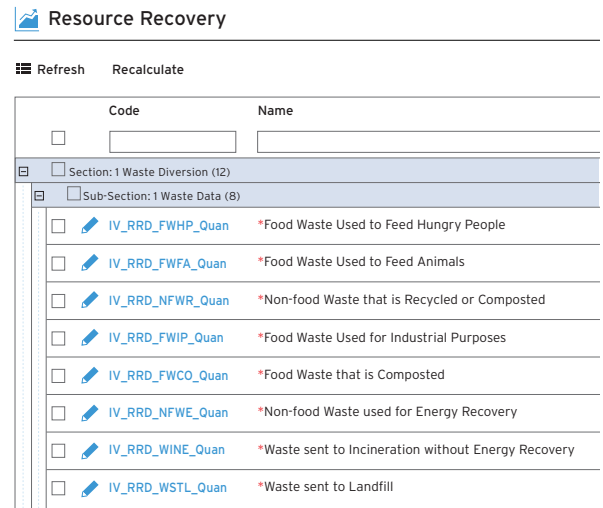
The Processor Stewardship Reporting Tool (Tool) provides a credible and cost-effective way to calculate and report on the processor Stewardship Commitment metrics on behalf of a respective company on a facility-by-facility basis, while simultaneously supporting U.S. dairy by contributing to aggregate data collection representative of the industry.

Reporting on Stewardship Commitment metrics through the Tool is a Stewardship Commitment Term of Adoption. Therefore, companies that voluntarily adopt the Stewardship Commitment agree to use this Tool.

Tool Governance & Funding

The Innovation Center Board of Directors created an LLC to financially support development and maintenance of the Processor Stewardship Reporting Tool. LLC members include processors that voluntarily adopt the Stewardship Commitment and financially contribute to the LLC.

INTELEX



Intelex platform software

Costs are allocated evenly across LLC members. There is a one-time introductory fee to join the LLC and undergo onboarding from Harbor that fluctuates between \$10,000 and \$15,000 annually based on necessary maintenance and updates. Subsequent annual fees are determined each year based on costs of administration, maintenance and supplementary resources. Subsequent fees are anticipated to be 50-80% of the year one onboarding fee, enabling access and use of the Intelex platform at a discounted rate compared to procuring an Intelex license independently. A five-person committee representative of LLC membership oversees the Processor Stewardship Reporting Tool LLC and the relationship with Harbor.

Characteristics of the Processor Stewardship Reporting Tool

Confidential and Secure	Companies can access and review only their own data, not that of any other individual company. Innovation Center staff or representatives cannot access individual company data; only annual, anonymized, aggregated summaries.
Stakeholder Aligned	The Tool only requests data on the metrics established in the Stewardship Commitment.
Representative	Harbor produces an annual summary of aggregated processor Stewardship Commitment metrics for the Innovation Center that depicts the performance of the industry, not individual companies.
User-friendly	Harbor individually trains companies on using the Tool, and provides a help desk to assist those in need.
Credible	Stewardship Commitment metrics are aligned to the extent possible with global reporting protocols and are consistent with customer reporting expectations.

Data Confidentiality

The Intelx Platform is structured so that individual users have specific security settings allowing them to see only the data, reports, dashboards and data entry forms for which Harbor grants access. Harbor is the sole system administrator, ensuring that the system remains secure, the data remains encrypted and no company has access to another company's data. Users cannot see which other companies are using the Tool, nor data or reports specific to any other processors. Users are not permitted to add users, or change security preferences within the Tool; these requests must be made of Harbor. To preserve confidentiality and security, data is aggregated and anonymized before sharing with the Innovation Center. The Innovation Center cannot access processor-specific data, reports or dashboards.

Location Setup and Onboarding

Each processor must complete an onboarding process to establish reporting sites within the Tool. During the onboarding process, LLC representatives attend virtual training sessions with Harbor to familiarize themselves with the Tool. Processors also complete a questionnaire that provides details on their company structure, employee information for Tool users and roles, and activities at each location. While each participating processor can choose to report on a company-wide level or at the facility level, all companies are encouraged to report at the facility level to achieve a more robust data set. The Tool is structured to customize metrics reporting to the unique situation at each facility based on processor responses to the questionnaire.

The SPI Module & Dashboards and Reports

Intelx has a Sustainability Performance Indicator (SPI) module, which is uniquely designed for tracking sustainability goals. The system is configured to allow users to input data in a variety of methods, convert all data to a common unit, and apply various factors for aggregation and comparison. The SPI module is ideal for reporting across industry, as processors often have different record keeping methods, data reporting frequency, and data formatting. There are eight indicator sets built within the SPI module that

mirror the sustainability areas covered in the Processor Handbook. Each indicator set contains a variety of indicators including input values, calculated values, factors, drop down selections, input text fields, and more. Indicator sets can be reported either monthly or annually, and all data is compiled into dashboards and reports.

Reports provide data details based on various criteria the user tells Intelx to use. For example, users can generate a monthly report that displays how much energy the site consumed compared to the same month last year. Dashboards are graphical representations of built reports. Dashboards allow real time data visualization via graphs, charts, and other displays. While dashboards display data in real time, reports display data based on the snapshot in time that the report ran. Reports are stored within Intelx and can be regenerated any time.

The Tool was configured with a Member Dashboard and Aggregate Dashboard. The Member Dashboard displays data specific to the participating processor. Data displayed can be tailored to present company-wide totals, or drill down into any facility within the company. The Aggregate Dashboard is developed annually and shared with the Innovation Center. This dashboard displays industry-wide data that is anonymized and not separable or drillable to preserve confidentiality for each participating processor. The Aggregate Dashboard displays sustainability metrics similar to the Member Dashboard, and processors can view and compare industry-wide performance against their own company.

Ongoing Support

In addition to the Processor Handbook, Harbor offers additional support mechanisms for processors reporting into the Tool. Harbor pins an FAQ document to the Member Dashboard for all users to access. This FAQ is updated annually, incorporating questions that arise frequently throughout each reporting cycle. If processors cannot find the answer to a question in the FAQ, Harbor provides a Help desk function, where system users can submit questions directly to Harbor, and usually receive a response within 24 hours. Additionally, processors can work independently with Harbor (for an additional cost) to expand their company dashboard to measure and report on additional metrics beyond those within Stewardship Commitment.