

2023

ANNUAL REPORT



MISSION

To advance, support and communicate continuous improvement of sustainability across the U.S. beef value chain.

VISION

The U.S. beef value chain is the trusted global leader in environmentally sound, socially responsible and economically viable beef.

USRSB Board of Directors & Officers

Chair: Chad Ellis | Partnership of Rangeland Trusts

Chair-Elect: Mike Williams | California Cattlemen's Association

Treasurer: Scott Anderson, Ph.D. | CRI Feeders

Past Chair: Debbie Lyons-Blythe | Kansas Livestock Association

Belinda Richarson – McDonald's Corporation

Brooke Davis – Lopez Foods

Bruce Daley – Sysco

Chad Ellis – Partnership of Rangeland Trusts

Clayton Huseman – Kansas Livestock Association

Gene Lollis – Florida Cattlemen's Association

Hugh Aljoe – Noble Research Institute

Jamee Krug – Elanco Animal Health

Jessica Gilreath – Elanco Animal Health

Jessica Willingham – Sysco

Kendra Levine – McDonald's Corporation

Lance Zimmerman – Rabobank

Mike Williams – California Cattlemen's Association

Nancy Labbe – The Nature Conservancy

Paula Alexander – Tyson Foods

Rob Manes – The Nature Conservancy

Robert Cannell, PhD – National Beef

Tim Hardman – Fulton Market Group

Tom McDonald – Texas Cattle Feeders Association

Wayne Morgan – Golden State Foods

**Current Board Members*

Sustainability Comes Together Here

Thank you for another tremendous year of efforts and progress towards USRSB's many projects and workstreams. In 2023, the USRSB focused a great deal of our attention on progress towards the High-Priority Indicator Goals and Sector Targets, some of which have near-approaching timelines. Much of our efforts involved benchmarking national data and establishing the best uses for USRSB assets. Members and volunteer leadership focused on the efficient use of our resources, leading to key partnerships in several sector areas. These partnerships make us stronger as an organization and extend our reach exponentially. Collaboration is a key value of the USRSB, and the industry must work together to foster widespread continuous improvement.

In addition, our Outreach Working Group developed an important new resource: the Grazing Management Plan Development Module. The module serves as a tool for the producer sector and supports a number of sector targets throughout the supply chain. Like with most of USRSB's free resources, it be incorporated into other industry organization programs to further support the producer group in achieving their goals.

In 2023, we also began progress towards a new 2023-2025 Strategic Plan, maintaining and building upon the success of the organization and positioning USRSB as a leader in the beef sustainability conversation. This new plan encourages the USRSB and its members to work towards achievement of the goals and targets, to drive adoption of sustainability practices, to facilitate and support sustainability research and to ensure organizational success. A full summary of progress is available later in this report.

As we close the year, I offer my sincerest thank you for all of your ongoing hard work. This organization is truly member driven, proven by the many of you who have volunteered to participate in projects, meetings and working groups this year with USRSB's growing needs. I am honored to have served as chair of the USRSB and look forward to continuing my participation knowing that the organization is in great hands.

Sincerely,



Chad Ellis
2023-2024 USRSB Chair

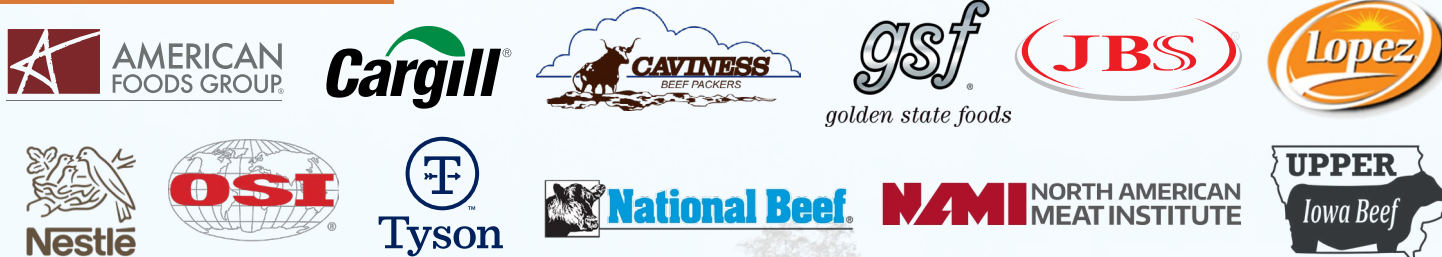
MEMBERSHIP

USRSB members represent a diverse group of individuals with interest in continuously improving how beef is raised, processed and distributed. Members share a stake in creating a sustainable food system for the future and believe in leading that effort throughout the U.S. Together, we learn, explore and solve problems, developing tools and resources to advance beef sustainability.

85% OF MEMBERS REPORT THAT THEY ARE SATISFIED WITH USRSB'S PROGRESS TOWARDS ITS MISSION

92% OF MEMBERS REPORT UTILIZING USRSB MATERIALS AND RESOURCES IN SUSTAINABILITY MARKETING AND COMMUNICATIONS EFFORTS

PACKER PROCESSOR



ALLIED INDUSTRY



CIVIL SOCIETY





PRODUCERS: COW-CALF - AUCTION MARKET - FEEDYARD



Chaquaco Cattle Company, LLC



DIAMOND B FEEDYARD, LLC



Olson Land & Cattle
Raising Angus Cattle since 1980



Ohio Cattlemen's Association



San Ignacio del Babacomari



Tejas Feeders LTD



RETAIL FOOD SERVICE



USRSB High-Priority Indicator Goals & Sector Targets

In alignment with its mission to advance, support and communicate continuous improvement of sustainability across the U.S. beef value chain, the USRSB has set ambitious aspirational goals and sector-level targets across all six high-priority indicators of sustainability. These goals and targets serve as a catalyst for the industry to innovate and demonstrate our collective ambition to foster continuous improvement across the U.S. beef value chain.

AIR & GREENHOUSE GAS EMISSIONS

The U.S. beef supply chain will achieve climate neutrality by 2040.

LAND RESOURCES

The U.S. beef supply chain will work to maintain and improve grazing lands under the care of U.S. beef producers. We will do this by:

- Establishing a baseline for acres under grazing management plans (GMPs) by 2023;
- Achieving 385 million acres covered by a written GMP by 2050; and
- Supporting programs that respect property rights, create value and expand producer capacity to deploy well-managed grazing strategies to ensure lasting legacies founded on conservation and economic success.

WATER RESOURCES

By 2050, the U.S. beef supply chain will improve water management strategies and improve water quality. We will do this by:

- Benchmarking water use and quality by 2025;
- Improving retention and capture of nutrients for beneficial use; and
- Supporting feedstuffs growers to achieve their water sustainability goals.

EMPLOYEE SAFETY & WELL-BEING

The U.S. beef supply chain is committed to continuously improving the safety, development and well-being of individuals working throughout the industry. We will do this by:

- Reducing the Total Recordable Incident Rate (TRIR) by 50% by 2030 in relevant operations; and
- 10% year-over-year increase in individuals trained for stockmanship and safety through identified programs to reduce injuries on farms and ranches.

ANIMAL HEALTH & WELL-BEING

The U.S. beef supply chain will continue to improve animal health and well-being. We will do this by:

- Strengthening our commitment to the highest standards of animal care; and
- Achieving sector-relevant targets linked to optimal animal care through increased participation in trainings, certification programs and implementation of policies.

EFFICIENCY & YIELD

The U.S. beef supply chain will improve efficiencies, enhance product value and increase demand, which collectively will enable operations and businesses to maintain and improve individual and community financial health.



2023 GOALS PROGRESS

In 2023, the USRSB continued progress towards its High-Priority Indicator Goals and Sector Targets. As in any goals achievement process, both flexibility and persistence are required to support progress that has a positive impact on members of the beef supply chain. Over the past year, USRSB has focused on convening industry and subject matter experts to establish baseline information around each goal and target as well as to identify key needs within each sector to measure and track progress towards each sector target. Additionally, USRSB has worked to identify key partnership opportunities in order to create industry alignment and optimize collaborative efforts around the goals.

The USRSB Goals Progress Working Group held two in-person meetings during 2023. The group established sub-groups for each sector to assess their own targets and outline plans for progress. Between in-person meetings, the sectors gathered virtually to maintain progress.

The cow-calf sector focused heavily on benchmarking data and exploring opportunities to leverage available industry initiatives and resources. The group partnered with Trust in Food to perform a survey that will provide important benchmark information on acres under written grazing management plans (GMP) in the U.S. Survey results are anticipated to support future efforts to incrementally increase uptake in acres under written GMPs across the U.S.. In addition, the sector is working with CattleFax to explore opportunities for development of a cow-calf financial health index. Currently, this includes identifying important KPIs to capture a broad picture of financial health.

The auction market sector worked with our key auction market member organizations to survey auction markets on the sector's three target areas in order to benchmark the sector's current status. The findings from this survey will allow the USRSB to develop resources to support the auction sector on progress towards their targets.

The feedyard sector gathered a group of leaders from their sector, academic professionals and allied industry members to develop a strategic and prioritized plan for their targets. The group is working with academic experts from several prominent universities to determine the best resources to support the Animal Health & Well-being, Employee Safety & Well-being, Water Resources and Land Resources sector targets. Additionally, the group is working with Elanco Animal Health to benchmark and assess progress on the Air & Greenhouse Gas Emissions and Efficiency & Yield sector targets.

The packer and processor sector has partnered with Protein PACT, a campaign of The Meat Institute (MI), to leverage their existing sustainability efforts, which includes an extensive survey across MI members on MI goals. Aggregated survey results for the beef-specific packers and processors reporting into the Protein PACT survey will help to establish a baseline and identify key areas of opportunity for collaborative outreach between USRSB and Protein PACT. As part of this work, The Meat Institute will perform a materiality assessment to measure the alignment between their current work and USRSB goals and targets.

The retail and foodservice sector issued a survey to USRSB members of the sector to establish a baseline for progress around each target. Survey results will be used to improve clarity around the targets to better enable and empower member organizations to take meaningful action. The sector plans to convene in-person annually and meet bi-monthly to address needed efforts for each target. In addition, the sector is actively seeking opportunities for partnership and collaboration with complimentary industry efforts and initiatives.

Across these extensive goals efforts, USRSB has focused heavily on developing resources and supporting efforts that will allow for success of the industry as a whole while understanding and respecting each organization's individual needs. Much of the USRSB's efforts have included benchmarking data, a clear need for the industry, and identifying key areas of opportunity for the most effective use of USRSB and member resources.



RECOGNITION PROGRAM

The USRSB developed an official recognition process in 2019 for member industry programs seeking recognition for their program's alignment with the USRSB's Sustainability Framework. This rigorous three-year recognition requires the program owner to submit an application and supporting program materials detailing the inclusion of the U.S. Beef Industry Sustainability Framework in their program. After evaluation and recommendation by an independent third-party, the program must then be approved by the USRSB Board of Directors to receive recognition. To find out more about the Recognition Program please visit the USRSB website. The following programs have achieved the USRSB's Recognition:

COW-CALF PROGRAMS



FEEDYARD/FINISHER PROGRAMS



AUCTION MARKET PROGRAMS



PACKER/PROCESSOR PROGRAMS



Organizations recognized and listed above under the USRSB Recognition Program have undergone a third-party review in seeking recognition for alignment with the U.S. Beef Industry Sustainability Framework. The USRSB Recognition Program specifically prohibits product claims related to the U.S. Beef Industry Sustainability Framework. The USRSB also does not endorse the use or format of specific documents developed as part of a program's approach to conduct audits or verifications against the U.S. Beef Industry Sustainability Framework. Use of trade names, logos, commercial programs or private organizations above is for identification purposes only to recognize organizations that have successfully completed the USRSB Recognition Program and do not imply endorsement or recommendation by the USRSB.

GET RECOGNIZED

Do you have a sustainability program that aligns with the U.S. Beef Industry Sustainability Framework?



STATEMENT OF ACTIVITIES

USRSB STATEMENT OF ACTIVITIES		
<i>For the Year Ended September 30</i>		
	2023	2022
REVENUES		
Dues, Meetings and Sponsorships	\$981,168	\$719,318
Total Revenues	\$981,168	\$719,318
EXPENSES		
Total Expenses	\$797,560	\$698,497
NET CHANGE	\$183,680	\$20,821
RESERVES BALANCE BEGINNING OF YEAR	\$514,768	\$493,946
RESERVES BALANCE END OF YEAR	\$698,375	\$ 514,768

USRSB Resources

The USRSB offers a variety of free resources to beef industry members throughout the supply chain to facilitate progress towards the U.S. Beef Industry Sustainability Framework and the High-Priority Indicator Goals and Sector Targets. All tools are created with industry member input to ensure the highest level of usefulness and practicality for implementation at the business level.

Self-Assessment Guide

The USRSB, in partnership with Noble Research Institute, offers a free self-assessment tool for all sectors of the supply chain to identify areas of success and opportunities for growth in their sustainability efforts. The tool can be re-taken over time to benchmark ongoing sustainability progress. Using the results of the self-assessment guide, participants can apply the tactics offered in the sustainability modules and the sector toolkits to enhance their business' sustainability.

Sustainability Modules

The USRSB offers a free series of sustainability modules for each sector of the beef supply chain that address opportunities for improvement in sustainability. The modules use real-world examples and actionable solutions to provide practical resources to individuals and organizations who are interested in enhancing their operation. In 2023, USRSB launched the Grazing Management Plan Development Module to support cattle producers looking to advance their sustainability and stewardship efforts. All USRSB modules are free to use and do not require a login to access.

Sector Toolkits

The USRSB also offers free sector toolkits that include further in-depth information on sector-specific sustainability measures. Available in each toolkit are actionable recommendations, worksheets and links to additional external resources on a variety of topics related to the six high-priority indicators. This is done to comprehensively approach continuous improvement in sustainability of each sector.

Access the modules, self-assessment guide and toolkits at USRSB.org/Learning-Center.



2023-2025 Strategic Plan High Level Overview

MEASURE AND REPORT PROGRESS TOWARD GOALS AND TARGETS

- Establish and publish baselines for each Goal and Target
- Develop data collection and housing capabilities by 2024
- Annually evaluate outcomes of progress and stated timelines, and plan accordingly

STRATEGY
I

DRIVE ADOPTION OF SUSTAINABILITY

- 90% of USRSB supply chain members have adopted and implemented two or more sector-specific sustainability practices, as identified in the U.S. Beef Industry Sustainability Framework
- 25% of U.S. beef supply chain stakeholders have adopted and implemented two or more sector-specific sustainability practices, as identified in the U.S. Beef Industry Sustainability Framework

STRATEGY
II

IDENTIFY, FACILITATE AND SUPPORT SUSTAINABILITY RESEARCH PRIORITIES

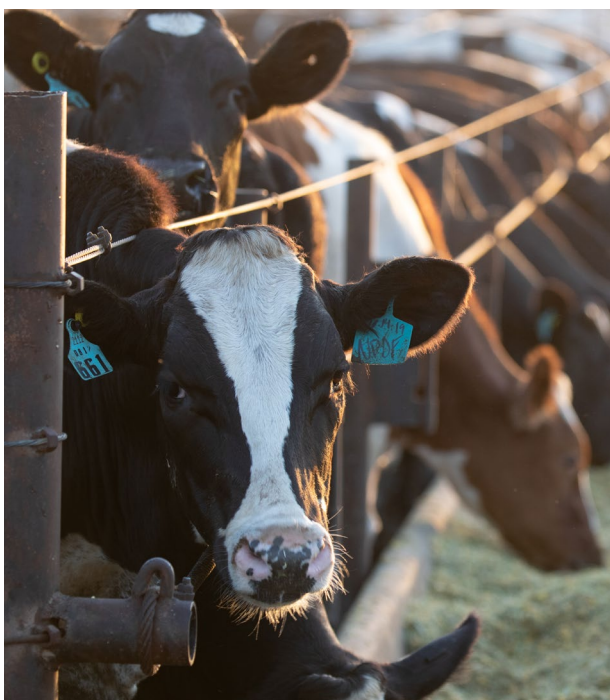
- Catalyze research to measure and report progress towards Goals and Targets and to maintain continuous improvement
- Grow credibility of the USRSB as a leader in science-based beef sustainability resources and research

STRATEGY
III

ENSURE ORGANIZATIONAL SUCCESS

- Ensure 70% of members identify the USRSB as being helpful in achieving their own sustainability objectives
- Build organizational capacity with funding and staff
- Continue to build USRSB credibility as the subject matter expert in beef sustainability

STRATEGY
IV






CORE STRATEGIES

2023-2025



STRATEGIC PLAN

STRATEGY 01 Measure & Report Progress Toward Goals & Targets

- Establish and publish baselines for each Goal and Target 
- Develop data collection and housing capabilities by 2024 
- Annually evaluate outcomes of progress and stated timelines, and plan accordingly 

2023 Progress:

USRSB has established a Goals Progress Working Group lead by experts across each sector and is working to quantify baselines for each Goal and Target.

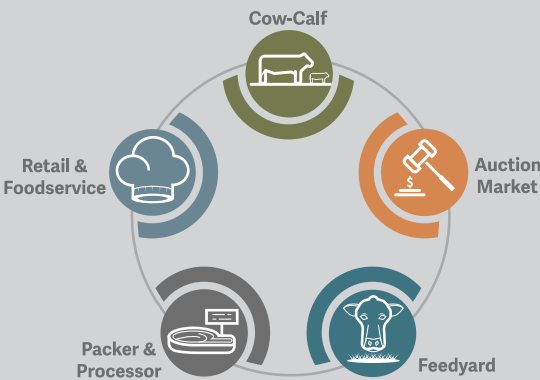


STRATEGY 02 Drive Adoption of Sustainability

- 90% of USRSB supply chain members** have adopted and implemented **two or more sector-specific sustainability practices**, as identified in the U.S. Beef Industry Sustainability Framework
- 25% of U.S. beef supply chain stakeholders** have adopted and implemented **two or more sector-specific sustainability practices**, as identified in the U.S. Beef Industry Sustainability Framework

2023 Progress:

USRSB is leveraging member surveys and data resources to assess progress on these outcomes.



STRATEGY 03 Identify, Facilitate & Support Sustainability Research Priorities

- Catalyze research to measure and report progress towards Goals and Targets and to maintain continuous improvement
- Grow credibility of the USRSB as a leader in science-based beef sustainability resources and research

2023 Progress:

- ✓ USRSB established the Research Priorities Working Group to assess data gaps and research needs and is working to convene subject matter experts on the topic in the coming year.
- ✓ USRSB is in the process of developing additional science-based resources, including 7 new modules and 5 updated sector toolkits.



STRATEGY 04 Ensure organizational success

- Ensure **70% of members identify the USRSB** as being helpful in **achieving their own sustainability objectives**
- Build organizational capacity with **funding and staff**
- Continue to **build USRSB credibility** as the subject matter **expert in beef sustainability**



2023 Progress:

- 77% answered yes, 4% answered no, 19% answered not sure
- USRSB staff and leadership served as subject matter experts and key representatives at 54 industry-related events in FY23, 7 of which included international representation
- The USRSB General Assembly Meeting had a record 193 number of attendees in 2023, highlighting the credibility of USRSB as a key thought leader in the industry.



EXPLORE

Explore USRSB tools and resources including the full U.S. Beef Industry Sustainability Framework online at www.USRSB.org/Our-Work/Our-Framework.

CONNECT



@USRSBeef

JOIN

USRSB membership is open to stakeholders that share the vision to make the U.S. the trusted global leader in beef sustainability.

Visit www.USRSB.org to learn more.



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