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Building Public Trust in British Farming Through Increased Transparency of Livestock Production

Written by:

Kendra Hall NSch

September 2024

A NUFFIELD FARMING SCHOLARSHIPS REPORT

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Date of report: August 2024

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"Leading positive change in agriculture. Inspiring passion and potential in people."

Title	Building Public Trust in British Farming Through Increased Transparency of Livestock Production
Scholar	Kendra Hall
Sponsor	AHDB & Dartington Cattle Breeding Trust
Objectives of Study Tour	• Understand whether public trust in agricultural industry is being prioritised and how this is being addressed • See how stakeholders globally are working to be more transparent to the public and how they measure success • Explore the various methods in which the agri-food supply chain is engaging with the public and how these can be implemented in the UK • Understand 'state of play' in the UK: Main actors, what's being done already, identify gaps
Countries Visited	Australia, Canada, Denmark, USA, UK
Messages	• Transparency is not an option for retaining Social License to Operate (SLO) – it is absolutely necessary for the long term success of livestock agriculture and is simply step one toward securing SLO long term. • If we really truly believe in what we do, we have to be brave enough to talk about it – warts and all. • We must commit to listening to public concerns about how food is produced and be prepared to change accordingly. • Shared values – not "education" – are key to gaining public trust. • Farmers cannot do this alone… The agri-food supply chain needs to work together and support those who choose to engage with the public by providing information about public sentiment, upskilling and providing resources for engagement.

EXECUTIVE SUMMARY

The UK farming industry is experiencing increased scrutiny from the general public, who are growing more concerned about issues such as animal welfare and the environmental impact of agricultural activity. The British public generally trusts farmers, sees them as experts and believes they care about their animals and the environment. However, a growing number of consumers are seeking food products that align with their values and want more information about how their food is raised.

Transparency is needed across sectors and systems, especially in intensive systems that are less understood and more likely to face criticism. Numerous voices in the UK have called for improved transparency at farm level. However, it is understandable that some may be hesitant to open their gates to the public out of fear or lack of resources. Nevertheless, if the gates stay firmly shut, the animal agriculture industry risks appearing secretive. And if the industry stays quiet when faced with tough questions, others will gladly fill the void with their own narratives.

Livestock agriculture is at serious risk of losing its 'social license to operate'. The trust that most of the public have in the industry to produce food ethically is not guaranteed long-term. There are some standard practices (like cow-calf separation) that are seen by some as an inevitable threat to this. Gone are the days of guaranteed markets – shoppers now have (at least what they see as) equivalent alternatives to meat, dairy and fibre, and there's a good chance that these will continue to improve in quality and become more accessible in the future.

This report is an overview of my learnings from dozens of visits, hours of conversation and several thousand miles of travel as I met with a diverse group of researchers, industry groups, communications and marketing experts, journalists, entrepreneurs and, of course, farmers. A few common threads emerged among people and organisations who have taken steps to open up to the public in one way or another:

- Dedication to authenticity and honesty by showing the 'warts and all' of food production or undertaking a philosophy of 'Radical Openness'.
- Devoting resources to understanding *and listening to* the public, developing long-term strategy, measuring trust and other outcomes, and meeting targeted audiences where they already are.
- A commitment to sharing *values*, not facts, when engaging with audiences and abandoning the idea that we must 'educate the public'.
- The value of (and need for) wider industry support of and investment in those willing to engage.

It is imperative that all of British agriculture - not just livestock farmers - embrace these principles as a first step toward protecting our social license to operate. If done effectively and authentically, we can add value to British produce and ensure that our industry can evolve in step with society, securing its future for generations to come.

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The opinions expressed in this report are those of the author alone and not necessarily those of the Nuffield Farming Scholarships Trust, of the author's sponsor, or of any other sponsoring body.

Please note that the content of this report is up to date and believed to be correct as at the date shown on the front cover

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CHAPTER 1: INTRODUCTION

My journey into agriculture started differently to most. I was raised among the corn and soybean field in rural Indiana, USA, and spent most of my childhood on the back of an American Quarter Horse doing everything from jumping fences to tying goats in Junior Rodeo. My family are country, through and through, but we were never involved in commercial agriculture (unless you count a few dozen acres of hay we baled three times a year for our horses).

Figure 1: The author, Kendra Hall. Photo: Author's own

I eventually made it to Purdue University, where I initially planned to become an equine veterinarian. Because my animal science programme was embedded in the College of Agriculture, I took courses with the 'farm kids', learning about livestock breeding, monogastric nutrition, ag economics and more while partaking in debates and discussions about current events in the industry. The more I learned, the more I grew to love farming and the people within it.

Eventually, I realised that I loved talking about it even more, and a few years later, I graduated from Purdue with an MSc in Agricultural Communications – the only graduate student in my department with that focus.

Alongside all of this, I represented Team USA on the National Women's Sitting Volleyball team, earning three Paralympic medals (2004, 2008 and 2012) and serving as Captain from 2010-2012, which is one of the great honours of my life so far.

I moved to the United Arab Emirates in 2013 to be close to the Englishman I was seeing, who is now my husband. The five years spent in the region were some of the best in my life, and the lessons I learned there while living amongst people from every corner of the globe were truly invaluable.

In 2018, we made the decision to relocate to the U.K., where I now find myself a happily transplanted American immigrant living in the south of England and finally working in agriculture as a communications specialist for Reverberate PR. I cannot overstate how proud I am to be part of the farming industry in this country with its vibrancy, resilience, heritage and diversity of its systems and products.

In my spare time, I enjoy exploring the countryside (always on the lookout for cows and any sort of minibeast), playing on the beach with my dogs, and attempting to tame the borders of my garden.

CHAPTER 2: BACKGROUND TO MY STUDY SUBJECT

In agriculture, we talk about the urban-rural divide, and the fact that city dwellers are so far removed from where their food comes from. We feel like if we could just educate them and bring them back to their countryside roots, they will understand us and be on our side.

I believed strongly (and still do) that we can re-connect these worlds, but I often heard confrontational, defensive language among farmers who felt like the world was against them.

During one farm visit that I'll never forget, I was having a cup of tea with a dairy farming family and the conversation turned to a recent, rather scathing, piece of news about farming. "It just feels like everyone hates us," one family member sighed, with tears welling up in her eyes. The family went on to share how they felt under attack from those who didn't know them, yet completely powerless to do anything about it.

This scenario is hardly unique, and the disconnect between farming and wider society has been linked to feelings of loneliness and mental health issues in the industry (Wheeler, et al., 2022). The average British citizen has few, if any, touchpoints with farmers outside of the media and food on their plates, and often what they see about farming contradicts their understanding or expectations.

As with many other sectors, our food systems are under increased scrutiny from the public, who are concerned about issues like animal welfare and the environmental impacts of agricultural activity. The British public generally trust farmers, see them as experts and believe they care about their animals and the environment. However, a growing percentage of consumers look to buy food that aligns with their values and want more information about how their food is raised.

The prevailing narrative in retail spaces and entertainment is that of bucolic scenes, romantically scruffy farmers and livestock knee-deep in meadow grass. Sometimes that is reality, but as our food system intensifies, the gap between expectation and reality grows wider. Food brands and retailers seem not to want to show that most food on the shelves comes from intensive systems and, perhaps unwittingly, drive more of a wedge into the 'divide'.

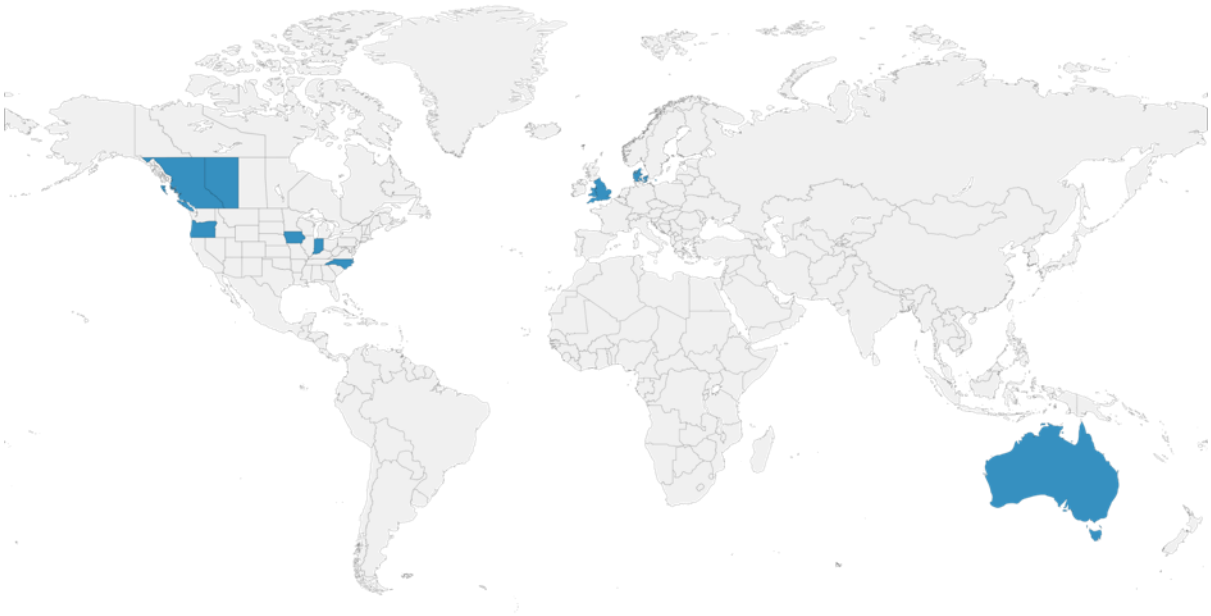
How can we break down the walls that separate these groups? What do we have to lose if those walls grow stronger? Can we create more opportunities to bring them together?

Transparency is needed across sectors and systems, especially in more intensive systems that are the least understood and more likely to come under fire.

Without transparency, animal agriculture looks secretive, which risks losing its 'social license to operate' and sending buyers looking for alternative options.

Of course, farms are a crucial part of the supply chain and, as such, must be part of such efforts, but understandably farmers are hesitant to open their gates to the public out of fear or lack of resources. I wanted to understand how others around the world were approaching this issue, and hoped to bring back strategies for how we can engage more effectively with the public about how we raise animals for food and other products.

CHAPTER 3: MY STUDY TOUR



Where	When	Why
Canada – British Columbia & Alberta	August 2022	Leading researchers in public perceptions of dairy farming; similar culture to UK
United States – Indiana, Iowa, North Carolina, Oregon	August 2022	Seemed very open to sharing intensive farming practices; identified key visits here early
Australia – New South Wales & Victoria	February 2023	Similar culture to UK; high industry awareness of 'social license to operate' and need for building trust in animal agriculture
Denmark	May 2023	Home of Danish Crown
United Kingdom – England & Wales	June 2023	Wanted to speak to people working to improve public engagement here to identify opportunities to implement what I saw elsewhere

CHAPTER 4: TRUST, TRANSPARENCY AND SOCIAL LICENSE TO OPERATE

Agriculture in the UK (and around the world) is at a crossroads. With a multitude of pressures around climate change, a growing population and rising costs of production, it's no surprise that farms are growing in size, consolidating and using more technology.

Public interest is growing in where food comes from, and so are their concerns about the impacts of the systems in which we raise our livestock. There are standard practices like cow-calf separation that the public will likely never be okay with, although for a time they may tolerate them.

Shoppers now have choices that previous generations did not; they have nut milks, tofu burgers and jackfruit, whose popularity is currently limited by price, taste, texture and nutrition. But they are here to stay, and with time they will get better and cheaper. Cultured or lab grown meat and milk are coming soon and likely to bring the taste, nutrition and price point that plant-based options currently lack.

But most pointedly, what these products offer is a diet relatively free of guilt. And that means that if all of agriculture doesn't take action to build trust with consumers, those products will do more than threaten our market share in future decades. They could obliterate it.

The British public generally trust farmers, see them as experts and believe they care about their animals and the environment (Stannard & Randall, 2019). Trust in British farmers was further boosted over the COVID-19 pandemic (Stannard, 2021). A growing number of consumers want to buy food that aligns with their own values and are seeking more information about how it arrives on their plates – a potential opportunity for British farming if we get this right.

However, farms and the food supply chain have moved on from the "Old McDonald's Farm" image that most of the public expect to see. The disparity between image and reality have brought increased concerns about common farming practices, and lack of engagement over previous decades has left the public behind.

4.1 Building Trust

According to academics, trust is given (or not) based on the perception of an entity's competence and whether they will act responsibly – in other words, 'do you know what you're doing and can I trust you to do the right thing?'.

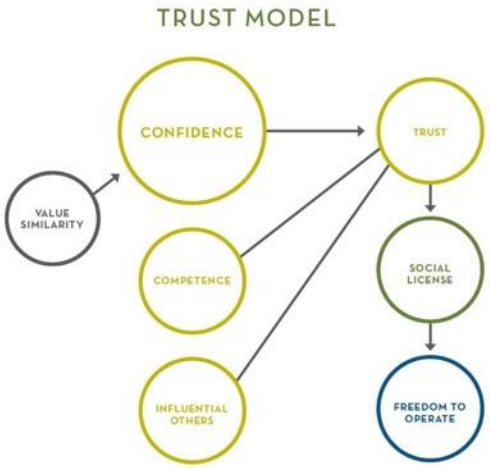


Figure 2: The Centre for Food Integrity's Trust Model (The Centre for Food Integrity, 2016)

The Center for Food Integrity (CFI) in the USA developed a model for earning and maintaining consumer trust specifically within the context of the food system (Arnot, et al., 2016). This model suggests that the three biggest drivers of trust are:

1. **Influential Others** – friends, media, scientists (could be anyone)
2. **Competence** - facts, data, information
3. **Confidence** - shared values

According to CFI's research, shared values are *three to five times more effective than facts* when building trust, emphasising that food is a values-based market. "People want to know who you are and why you do what you do," explained Roxi Beck, Consumer Engagement Director at CFI. "You need to prove that you are heartfelt, and only then can you share the facts. If you go into a conversation with the goal of 'educating' or to 'win', everybody loses."

4.1.1 Values first, facts later

In the past, industry engagement and communication has largely been driven by the idea that all we need to do is give people more information: if only they understood us better, then they would trust us and believe that we are right. However, it is becoming more and more apparent that this approach isn't getting us anywhere after decades of trying.

The Centre for Food Integrity's peer-reviewed research - and years of work since - confirmed that values are three to five times more important than facts or science alone when building trust (Arnot, et al., 2016). In other words, we need to show that when it comes to things the public cares about – like animal welfare, the environment, and food safety – we share their values and care about the same things they do. Facts will not work alone and are beneficial only after values are established.

Embracing this approach allows us to establish common ground – of which there is more than we think – and engage more effectively on difficult topics. The basis for this is outlined in Appendix A.

4.2 Social license to operate: What we stand to lose

Dr Nina von Keyserlingk is a dairy welfare researcher and professor at the University of British Columbia's Animal Welfare Program. Her research also covers the social sciences, including public attitudes toward livestock farming practices. According to her, transparency within livestock agriculture is not only absolutely essential, it's only the first piece of a much larger solution needed to protect the industry's future.

Underpinning a lot of Dr von Keyserlingk's work (as well as that of CFI and others in this report) is the concept of 'social license to operate' (SLO), or the idea that society implicitly allows for an industry or business to act and operate as they see fit. SLO is granted when industries operate within the expectation of society's values, ethics and expectations, and doing so allows them the freedom to act without formal restrictions. In basic terms, society says 'I trust you to do the right thing', until there is evidence to the contrary. However, failure to act within societal expectations will erode SLO and eventually (through one event or the cumulative effect of many) result in much greater controls being applied, such as regulations, litigation or even a legal ban.

SLO is a relatively new idea in the agricultural and animal use industries, but it has been around for several decades in the Australian mining industry where it originated (and was successfully applied to improve public support). There are, however, numerous examples of animal use industries that have suffered due to loss of SLO, primarily driven by welfare-related concerns and a misalignment with societal values, including:

- Overnight bans of live export and greyhound racing in Australia (Hampton, et al., 2020)
- End to breeding orcas in captivity and their use in entertainment (Grimm, 2016)
- Multiple major airlines ending transport of hunting trophies (Humane Society International, 2020)

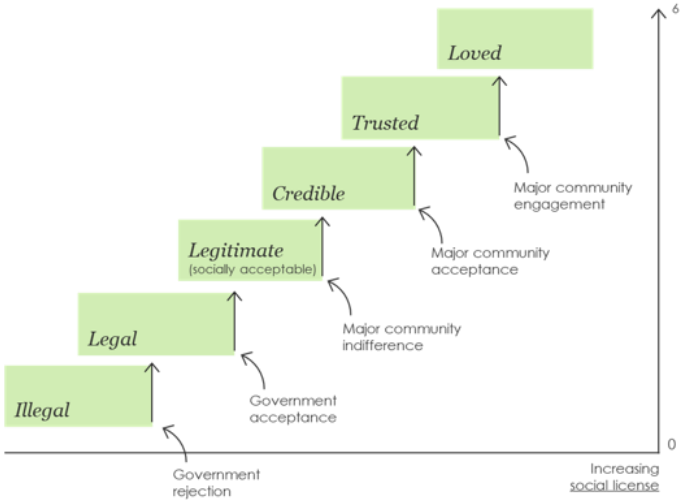


Figure 3: The stages of SLO. Image source: Howard Parry-Husbands, Pollinate

In order to protect SLO long term, academia says that entities must be proactive in identifying and dealing with threats, engage with communities and stakeholders, and be prepared to invest in realigning practice with stakeholder values and expectations if needed. (e.g. Hampton, et al., 2020)

4.2.1 Can we reconcile 'wicked problems'?

From years of research and experience, Dr von Keyserlingk sees several practices specifically within the dairy industry that pose a threat to SLO that she referred to as 'wicked problems' – for example, surplus calf management, which she recently outlined alongside Sarah Bolton NSch (Bolton & von Keyserlingk, 2021).

The characteristics of wicked problems include:

- Difficult to define
- Different stakeholders see the problem differently
- Contain conflicting goals
- Have no immediate solution
- Are socially complex
- Constantly evolving
- Require change of behaviour in multiple stakeholders

By their very nature, wicked problems are incredibly difficult to solve, making them distinct and serious threats to SLO. In this example, however, how the industry deals with surplus calves is not the only contentious issue. Sarah and Dr von Keyserlingk also recognise that the long-term viability of dairy also depends on how the industry responds to other contentious issues such as cow-calf separation and confinement feeding.

So, how can we start addressing them?

"You will never 'educate' yourself out of these issues," Dr von Keyserlingk told me. "Transparency is needed as an absolute minimum so that we can have honest and open conversations. We can also acknowledge that we've farmed this way for 100 years because our fathers and grandfathers did it that way, and this was how we were taught. But we cannot simply use the past to justify the future - we also need to say, 'we know some parts of this aren't ideal, but we are working on it'."

She went on to stress the importance of looking ahead: "In my experience, the farming industry doesn't want to hear about this - they're scared of change, which slows progress. But change is always happening, and dairy will look different 20 years from now, just as it looks different today than it did 20 years ago."

Dr von Keyserlingk expressed her concern about the future of the dairy industry and its farmers because of the reluctance to engage in these issues. "I have never been more worried for the dairy industry than I am now. And I've been at this for more than 20 years."

4.2.2 Measuring and impacting Trust and SLO

Traditional, linear thinking isn't enough to achieve this – the world is constructed of complicated, inter-related systems. Complicated problems require a 'complex systems approach', according to Howard Parry-Husbands, a market research and

branding expert in Sydney, who has worked with several Australian agriculture and land-based sectors – including dairy, red meat, pork, forestry and mining – to benchmark, measure and improve trust and SLO.

"People just want to be happy eating their food. They don't want another thing to feel guilty about," he explained. "You can't fight them on these issues, you need to let them in. What farming lacks is *focus*. The [anti-farming lobbyists] are not as well-funded as people may think, but what they do have is an army of incredibly passionate people and a strong, simple, values-led narrative."

4.3 Transparency

According to CFI CEO Charlie Arnot, transparency can be defined 'rationally' as making truthful information available, "but perhaps more importantly, this translates to an *emotional* feeling of confidence. Real transparency requires a shift from telling to *engaging*. You don't get to choose your stakeholders, they choose you. So, we have to engage even if our goals are very different."

He went on to say that even imperfect engagement is better than nothing when it comes to earning goodwill, as it shows a willingness just by making information available. I couldn't have loved hearing this more: *We don't need to do everything perfectly; just doing something is a good first step.*

Case Study: Danish Crown, Horsens, Denmark

In Denmark, transparency is less of a tenet of business than it is a natural part of the culture. Processor Danish Crown is one of the world's largest exporters of pork products, representing more than 5,400 Danish farmer owners and slaughtering more than 18.2 million pigs in 2022 (Danish Crown, 2023).

When the co-op built their slaughterhouse in Horsens, the designs included viewing platforms that allowed visitors to see every step of the slaughter and butchery process, including the kill floor. Since it opened in 2003 the facility, which processes around 100,000 pigs per week, has hosted more than 500,000 visitors - including thousands of local school children.

Figure 4: The lobby at Danish Crown Horsens. Photo: Author's own

Visitor guide and project coordinator Charlotte Hageman Fussing explained that the aim is never to convert visitors to eat meat or convince them that it's morally right. "We just want to show them the reality and let them ask us the difficult questions," she said.

"Transparency is a *must* in Denmark," explained Jens Hansen, the company's Director of Media Relations. "We like having discussions and dialogue about issues, and while we don't always agree, we are generally accepting of others'

opinions. Around 20 years ago, Danish Crown saw the potential benefits of transparency for our company and our farmers. We realised that our stakeholders, regardless of who they are, were curious and had questions about what we do."

Figure 5: High resolution images of the process of killing pigs are on clear display next to the window viewing that particular task. Out of shot are large interactive screens displaying detailed video footage. Photo: Author's own

He went on to explain that by building transparency into their business, Danish Crown has been able to protect their license to operate while also being proactive at getting their story out into the world. This commitment puts them in control of their own narrative. "There's no story to get because everyone can very easily see what we do for themselves."

The benefits of transparency don't stop at trust. Hannah Frøslev serves at the Coordinator of the Horsens Youth Guidance Council and works to bring schools and industry together to showcase work opportunities to local children. She is an enthusiastic supporter of the service that Danish Crown site provides, especially to help students understand different jobs available to them, which is an important part of the Horsens curriculum.

"We want the kids to understand the opportunities so they can make the right choice for themselves before going onto further education," she explains. "We want them to see, to smell, to hear everything in person so that they fully understand that sector. It's hugely important, and students are required to attend these tours, regardless of their ethics or reasons for objection, but Charlotte makes an effort to recognise them for taking part and being positive. I have never once received a complaint from parents."

4.3.1 Building trust through transparency

According to CFI, in order to build trust through transparency, there are seven elements that we need to get right. They are summarised in Figure 6, but full descriptions can be found in Appendix B. It should be noted that all of these reappeared in future conversations over the course of my studies.

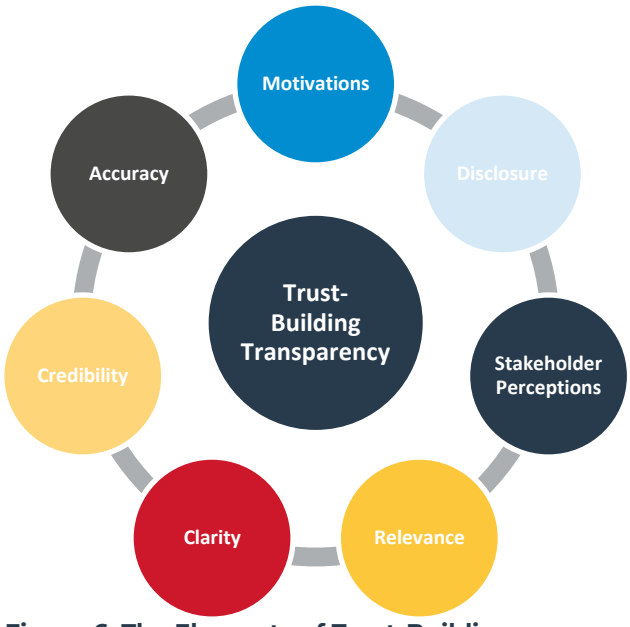


Figure 6: The Elements of Trust-Building Transparency. Adapted from (Arnot, 2022)

The role of transparency in driving trust is significant, and several pieces of academic work have shown that it positively correlates to customer loyalty, purchasing intention, and recommendations to peers. Transparency is also incredibly important to retain during and after a crisis - a lack of it is a trigger for outrage - and it has been found to be a leading contributor to ensuring peace of mind. (Arnot, 2022; Robbins, et al., 2016; Kang & Hustvedt, 2014)

Conversely, attempts to restrict access to farms, such as controversial 'ag-gag laws' in the US and Australia, have been found to be detrimental to public trust. One study (Robbins, et al., 2016) found that just the awareness of such legislation resulted in omnivores, rural residents and politically conservative people – those who are typically supportive of animal agriculture – reporting less trust in farmers than their vegetarian, urban, and liberal counterparts who did not know about such laws.

4.3.2 Challenges to transparency

It's important to recognise that not everyone in the industry is ready, comfortable, or equipped to share what they do publicly.

According to Charlie Arnott, farming has operated within a culture of privacy and humility – it's been unacceptable to talk about successes or be seen to brag. This makes farmers more reticent to share, and today they adopt an attitude of 'we have nothing to hide, but it's none of your business.'

"Generally speaking, farmers are really proud to do the right thing in every aspect of their lives," Charlie explained. "But this results in a visceral, defensive response to criticism or suggestion to change from those less experienced. While this is understandable, it's certainly not strategic or based on what we know about trust."

American agricultural journalist and author Sarah Mock suggested that another key factor is a general reluctance within the industry to change, a point that was

repeated throughout this study. “Agriculture needs to be open and honest, but we also need to change to remain relevant,” she explained. “But some question why we should show people, just for them to want us to make changes that farmers aren’t willing to make. But no one has a right to not change. If you are against transparency, your odds of surviving as a business are low.”

“This is shifting with the newer generations of farmers, who have a much different mindset. They want to build brands, be authentic and engage with their customers, which allows them to add value.”

The truth is that the actual numerical value of trust is difficult to measure and assign worth to. However, some research has shown that intangible assets (including intellectual property, reputation, brand value, etc) are rising in importance to market value. One 2022 report estimates intangibles contribute to up to 90% of S&P 500 business’ market value in the U.S., and up to 75% of European business market value (Ocean Tomo, 2022). Additionally, any good businessperson knows that trust is essential for business partnerships and customer relationships.

“It’s difficult to assess the actual value of what we are doing here,” Jens Hansen of Danish Crown agreed. “But we do know that our transparency allows us to offer our customers unique messages about procurement, as well as the highest value product. It helps build a foundation for a strong partnership.”

CHAPTER 5: UNDERSTANDING OUR AUDIENCE

5.1 Who are we talking to?

In strategic communications work, one of the first questions to answer is simply 'who are we talking to?'. Many organisations, including those mentioned in this report, spend a lot of time, effort and money on deciding exactly who their target audiences are, what drives their decision-making, and who they look to for guidance and inspiration.

If everyone involved in the industry understood this at a very basic level, it would not only ensure that energy and effort is spent more effectively – it could alleviate a good deal of stress and pressure.

Figure 7 below depicts a bell curve illustrating the spectrum of support for agriculture within the general public. Relatively few people in society are adamantly against livestock farming (Zone 1), and this is also the case for those who are enthusiastic supporters (Zone 2). The majority of people reside somewhere in the middle – they don't have strong opinions either way, but they can be persuaded in either direction on this spectrum.

People in Zone 1 tend to be very outspoken and are given quite a lot of media exposure, making their stance widely heard and seem more common than it is. A lot of industry energy is put toward this group, especially on social media, but we are unlikely to change their views so much of this effort is wasted.[1]

Strategic communications should also not include people at the opposite end in Zone 2 – they are already 'on our side' so using resources on them won't bring further benefit. Social media is again risky in this sense as the very nature of how these channels work means that much of what we say is shared with others who already share our interests and values. The algorithms that dictate what users see

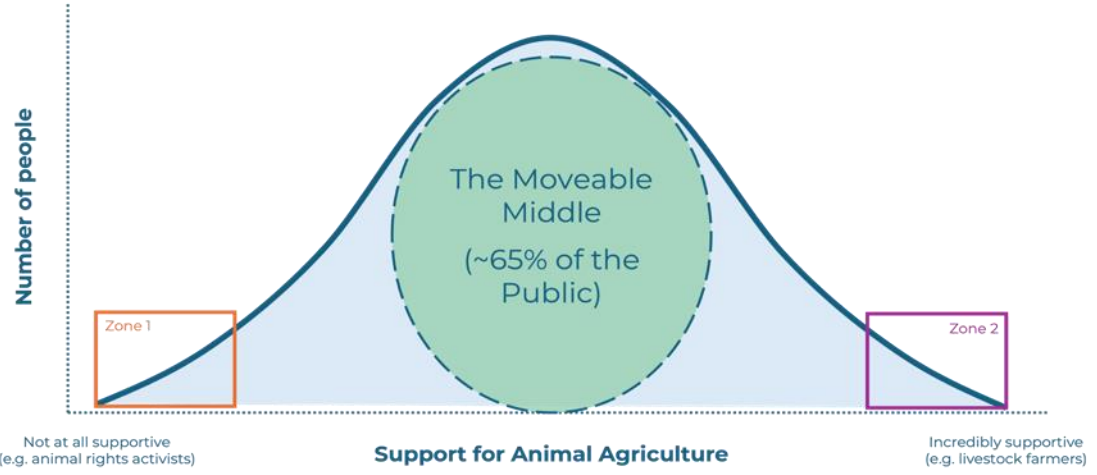


Figure 7: Bell graph demonstrating spectrum of support for animal agriculture and "The Moveable Middle"

[1] This does NOT mean that we ignore them entirely – NGOs, activists, etc. are still stakeholders of our industry and as such, we must still engage with them.

in their feeds create these 'echo chambers', making it difficult for industry messages to be seen by external audiences (without paying for advertising). Instead, they are seen by other users who like farming or are in the industry itself.

5.2 Driven by data

If British farming is going to move the needle on public trust, we firstly need to understand what motivates the people we want to influence. Values, ethics, expectations and levels of trust among the public are constantly evolving, so we must measure them in order to track and understand them.

Dairy Australia Objectives:

1. Maintain public trust
2. Maintain social license to produce dairy foods

Industry groups like Dairy Australia and Meat and Livestock Australia (MLA) are using data collected from the public to inform their communications strategy, including market research. While this is not necessarily unique in itself, what stands out is both groups' emphasis on building trust to earn back and protect SLO.

The importance of measurement was stressed by many, which seems obvious, but I believe this has been overlooked (or at least not prioritised) in the UK in some ways. By learning about our audiences, not only can we better understand how they make decisions and why, we can also track trends and more effectively identify reputational issues and how to address them.

Data can be gathered formally through market or academic research, but Dairy Australia has one unique tool that helps them keep a finger on the pulse of what the public were curious or worried about. 'You Ask We Answer' (YAWA) is a page on the Dairy Australia website, where members of the public can submit any questions they have about the industry, dairy products, farming, etc. Subject matter experts write the answers with references, which are then published on the YAWA page and a notification is sent to the person who submitted it. As of February 2023, more than 600 questions had been published with tens of thousands of views of the website.

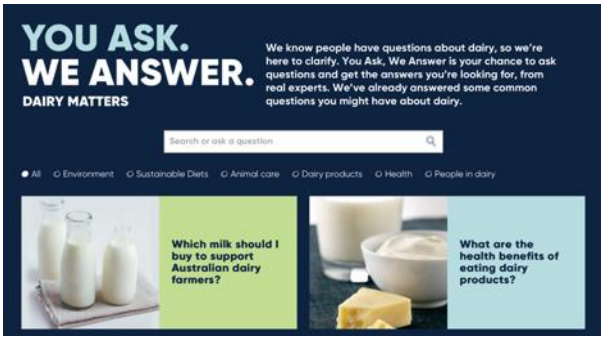


Figure 8: 'You Ask We Answer' platform, from dairy.com.au

Dairy Australia also put a huge amount of effort into understanding specific areas of risk to dairy, who is paying attention and what makes a person act on those concerns. This helped them to identify several psychographic segments of the population based on attitudes, values and interests, rather than the more typical market segmentation based on demographics (e.g. age, family role, gender). The

most influential and active of these groups were labelled ‘change makers’. Due to their high engagement on issues and ability to sway other groups, Dairy Australia put change makers at the heart of their communications strategy and this focus threads through everything they do to engage with the public.

5.3 Meeting people where they already are

Seeking out and processing information about a sector as nuanced and technical as farming requires a lot of effort, time and base knowledge – all of which are in short supply among the general public. But there are many places to get in front of them where they spend their time already…

Public engagement also doesn’t have to be formal, and it seems like the message is most gladly received when you mix in some fun and games.

Figure 9: 'The Glass Barn'. Photo: Author's own.

Once offering farming families the chance to show off their produce, agricultural shows and fairs in many countries have evolved into major public events, with a range of attractions and sources of entertainment. Many of these events now serve as important touchpoints for the industry to talk about farming, get children interested in agriculture, place farmers in front of the public and even discuss trickier topics.

The aptly named ‘Glass Barn’ Education Center at the Indiana State Fair is run by the Indiana Soybean Alliance. Once inside, visitors are entertained with arcade games simulating soybean farming (including spraying pesticides), a ‘Soy Market Spree’ to find supermarket products containing soybeans, and the chance to climb into a life-size combine model. People could also sit down on soybean-shaped stools and listen to Indiana farmers talk about what they do and why they care. I overheard an audience member approach one of these farmers after his talk to shake his hand and say thank you for what he did and the two continued to chat. I couldn’t help but think that an incredible connection was made that day.

Figure 10: Iowa State Fair Visitors watch sows and piglets in gestation crates in the Animal Learning Centre. Photo:

Just a few states away in the city of Des Moines, one of the most popular attractions at the Iowa State Fair is the ‘Animal Learning Centre’. Here, visitors get up close and personal with livestock, but this is no petting zoo. The animals, mostly young stock, are housed as they would be in an intensive commercial farm setting. I found the sight of this almost unbelievable and watched young families, older couples and everyone in

between mill around sow gestation crates, calf hutches and battery cages, seemingly unbothered by what they saw. When I visited the National Pork Producers Council, I was told that having the baby animals in the centre was probably key to this – their presence kept the atmosphere light and friendly.

Case Study: Mudchute Farm

City farms exist throughout the world (the UK is home to more than 50), but they largely exist outside of commercial agricultural circles. One of the largest in Europe at 32 acres, Mudchute Farm is a community charity and working farm nestled in the shadow of Canary Wharf in East London. Free of charge, the farm most notably serves as a low-cost place for recreation for the local communities – which are some of the poorest and most diverse in London.

Figure 11: Mudchute Farm is located a stone's throw away from Canary Wharf in London. Photo: Mudchute Park and Farm

For many of these families, Mudchute also offers an opportunity to interact and learn about the countryside, including where food comes from and how animals are raised. Farm manager Tom Davis grew up in South London but always dreamed of being a farmer, and he is passionate about sharing farming with as many people as he can. He has mentored local children, helping them show the farm's stock at agricultural shows, and has grazed his sheep in the Royal parks where he spoke to passers-by about the benefits that livestock bring to soil.

The work being done at farms like Mudchute benefits the entire farming industry by offering exposure and connection to a massive proportion of our consumers, and those who are often the most difficult for us to reach. Despite being run on a shoestring budget with minimal staff, they are engaging tens of thousands of people a year… imagine what they could do with more support.

CHAPTER 6: COMMITMENT TO AUTHENTICITY AND OPENNESS

One thing that was stressed to me continuously throughout this study was the importance of authenticity when engaging with stakeholders and members of the public. There were several reasons given for this, including:

1. The people we are trying to engage with want honesty and connection with real human beings. The world (and media) is full to the brim of polished, 'perfect' content and people can smell inauthenticity a mile away.

2. The story we know best is our own; no one can tell it better than we can. When we own that story and share what we do – warts and all – it doesn't allow anyone to 'catch us out' because there are no secrets.

3. Acknowledging when we get things wrong shows vulnerability and reminds people we are human – this makes people trust us more than 'everything is fine'.

What drove many to adopt this was confidence in their choices to act as they did. In other words, they didn't have anything to hide and took pride in sharing their story. Additionally, few had experienced any problems with activists or NGOs aside from comments on social media.

Case Study: Derrick Josi & TDF Honest Farming

Few embrace this more whole-heartedly than Oregon dairy farmer Derrick Josi, whose social media content about his farm reached more than 217 million people in 2022 alone. Using 'raw, unfiltered transparency', he shares every aspect of life on the farm in Tillamook as well as his thoughts about current events and policy. Derrick doesn't shy away from hard questions, choosing instead to tackle them head on by showing videos of his calves being taken off cows, how the rotary parlour works or explaining why his Jersey herd is completely housed.

Figure 12: The author with dairy farmer and social media personality Derrick Josi, a.k.a TDF Honest Farming. Photo: Author's own

He started the channel in 2017 after the release of a vegan propaganda video. Derrick saw his neighbours, many of whom had grown up around dairy and been on farms themselves, starting to doubt that dairy farmers were doing the right thing. Frustrated with the lack of engagement from the industry, Derrick picked up his phone and started telling his story in his own words.

"Obviously whatever we were doing as an industry wasn't working, so I thought I could try and do my part. I never thought it would get as big as it has, and now, six years later, I have almost a million followers across my channels."

According to Derrick, his open and unfiltered approach is what really resonates with his followers, and he quickly realised that professionally produced content isn't always right. "People just like 'authentic'... They want to know that you're an actual human being."

I asked him about how he approaches the more difficult topics in such a public forum, and his answer was refreshingly simple: "I'm just honest."

6.1 How are we getting this wrong?

When a member of the farming community is identified in an act of wrongdoing – for example, a farmer accused of animal abuse – how this situation is handled largely determines whether the person in question is ultimately seen as a 'good actor' or 'bad actor'.

A typical reaction is to jump to the individual's defence and/or circle the wagons. In some cases, the accused stays quiet and the transgression in question is often handled out of the public eye, even when public awareness of the accusations is high. In others, a vocally defensive stance may include blame on whistle-blowers, dismissal of public concern, or even being misleading.

Both of these approaches are problematic for several reasons, but most notably because trust is significantly damaged and public outrage intensifies when parties are seen to be untransparent during a crisis (see Appendix C for more factors that contribute).

6.2 A 'radical' approach

One of my favourite approaches to authenticity was the concept of 'radical openness', adopted by Corteva Agrisciences as part of the merger between Dupont, Dow AgroSciences, and Pioneer.

One of the primary objectives of Corteva was to build trust and loyalty in their then-new brand to drive sales and positive reputation, not a given for an agrochemical company. This was supported by goals for increased trustworthiness, efficiency and effectiveness, improved reputation and market value, and individual and organizational courage. After two years of development with a huge range of stakeholders, 'radical openness' became the big idea that they were looking to help bring their objectives to life.

Doyle Karr, who served as Corteva's Director of Consumer Insights and Food System Engagement at the time, explained to me how it worked in practice. "Half of transparency is being open to the question. We agreed as a business that we would always start from a place of openness, until you were given a compelling reason not to be."

To guide behaviour, Corteva created *Radical Openness Principles* as a reference for decision making, as well as to remind people what the business was striving for (see Appendix D). Unless information was proprietary (commercially sensitive), had legal or financial restrictions, or threatened the safety of staff, then it would be made available.

This was a bold approach for a multi-national agrochemical firm, and the key to successful agreement depended on a few things: Strong leadership from the top, input from a huge range of stakeholders, and clear communication of the vision and how they would get there.

CHAPTER 7: INDUSTRY INVESTMENT AND SUPPORT

Among the farmers I spoke to, hesitation to transparency at farm level was primarily driven by fear. This could be about being targeted by anti-farming activists, saying or doing the wrong thing, or even losing business in case something was to go wrong. In Britain, farmers are the most trusted members of the food chain so their authentic voices are essential (Adamson, 2023), however the responsibility of this burden must be shared by every level of the supply chain from farm to factory to fork – whether they share their own story or support those who do.

7.1 Farmer education

Farmers' concerns typically are related to a lack in confidence in their own skills or abilities, as well as their understanding of the consumers or the public. By the nature of how and where they typically work, farmers tend to not have much exposure to the outside world or urban communities. Apart from a relatively small group of individuals, they are also not skilled communicators. But this doesn't mean that they can't be trained and provided the skills needed to do so effectively.

Meat and Livestock Australia (MLA) began offering such training as part of their 'Ambassadors for the Red Meat Industry Program', an intensive two-and-a-half-day programme. People from throughout the red meat supply chain, including producers, chefs and podcast hosts, gather together for a communications and engagement masterclass covering:

- MLA's communication strategy and research
- Consumer insights and market trends
- Social media and personal branding
- Media training
- Values-based communication training (based on CFI research)

Figure 13: Take-home resources provided at MLA Ambassadors Training. Photo: Author's own.

Participants in the course have reported significant improvement in their perceived knowledge and skills before (self-reported score of 5.9/10) and after (8.4/10) completing the course. Several participants in the sessions I attended specifically praised the values-based communication session for its substantial positive effect on their confidence.

It is worth noting that there are several programmes that already offer some level of communications training in the UK, such as Just Farmers, Open Farm Sunday, and FarmerTime. While they offer plenty of value in their own right, what sets

MLA program apart is its alignment and direct connection to broader sector strategy, as well as a specific and clear identity (see Appendix E)

The team at Danish Crown also shared their thoughts on what skills were needed for successfully interacting with the public: comfortable with public speaking, availability of resources with information, enjoys speaking to people, good at reading people, and an authoritative but friendly way of speaking.

7.2 Other support

By stepping up and 'putting their heads above the parapet' to engage with the public, farmers and industry members take on a certain level of risk, as well as a financial burden, and to acknowledge this is critical. These individuals also take this on for the benefit of the entire industry, not just their own, and as such the industry has a responsibility to support them in case things don't go to plan.

Although not universal, there are many examples of industry supporting farmers to tell their story with financial or strategic support, for instance, and the positive impact this has was stressed more than once.

However, the most impactful reminder of this was a conversation with an American dairy farmer, whose story was an unexpected reality check as to the challenges that lie ahead. I'm still not sure what the answer is, but it's a critical piece of this challenge to get right if we want our ambassadors to feel secure and supported.

Case Study: 'Joe Farmer'

One critical barrier to farmers who want to open their doors is the perceived potential danger it poses to their business. And no matter how passionately they want to do more, many don't feel equipped or supported enough to take on that risk.

'Joe Farmer' is a large-scale dairy farmer in the USA who wished to remain anonymous. He has always felt compelled to share his farm's story to help others understand where their milk came from saying, "it just felt like something we needed to do." He could often be seen giving tours to community groups or anyone else who asked, and he enjoyed sharing how they raised their cows.

A few years ago, he was preparing to invest more formally in infrastructure for visitors when a series of high profile 'exposés' about dairy farms with tourism hit the national media. The resulting damage caused Joe and his family to pause for thought, and they became aware that their milk buyer was also wary of their intentions, concerned about the risk to their own business should the farm be targeted.

"When our usual visits dried up during COVID we started to second guess what we were doing because we were ultimately on our own. We have a lot of cows here, and while we aren't ashamed or embarrassed of anything we do, the risk is

higher when there are maybe 50 people on a bus taking pictures and video. We wouldn't get any support from other groups unless things *did* go wrong, and at that point it might be too late.

"Maybe we are too paranoid, but our family has built this business from very meagre beginnings, and we employ a lot of people and feed a lot of families. So, we pulled in our wings and now I just drive a few people around occasionally. It's a shame really, but we can't risk everything we have."

7.3 NGO Engagement

In Chapter 5, it was mentioned that stakeholders on the far left of the bell curve – who are vehemently opposed to livestock agriculture – must not be ignored, even if they are not considered a key audience for public engagement. This passionate and often vocal minority garner a lot of attention due to their simple, emotionally charged messages. Some of them are also well-organised and somewhat well-funded, with what can seem like an army of supporters to spread these messages further.

Like it or not, these groups are significant stakeholders for animal agriculture, and they have a significant impact on public perception. As such, it is essential that the industry does not avoid engaging with them, especially when constructive dialogue is possible. In doing so, we can create opportunities to turn what feel like adversarial relationships into cooperative and collaborative ones.

Figure 14: Author with Mike Levengood at a Perdue Farms Poultry Learning Center, North

Perdue Farms, an American poultry business with $8 billion USD annual revenue, have taken significant steps to improve the transparency of their business, particularly regarding animal welfare. Part of this includes regular, positive engagement with NGOs like Mercy for Animals and Farm Forward – both prominent animal rights activist groups dedicated to ending 'factory farming'. Perdue vice president and chief animal care officer Mike Levengood explained how the company's greatest assets in these efforts are their own producers. During their Animal Care Summit, Perdue farmers and NGO representatives intermix, sharing their experiences and having discussions. "That is where the magic happens," said Mike.

These efforts have transformed the relationships that Perdue has with these organisations. When groups point out or 'expose' bad action on farms, Perdue thanks them for bringing transgressions to their attention, quickly taking action to adjust processes and ensure birds are cared for, and farmers (many of whom are contractors) are rarely dropped or fired.

"Perdue's continuous improvement in animal welfare meets consumers' demands and shows other companies that higher welfare is not only possible, but profitable. By improving the welfare of chickens, Perdue is building a stronger relationship with consumers and farmers. Perdue's commitment to transparency and continuous improvement should be welcome news for any consumer who eats chicken." Andrew deCoriolis, Executive Director of Special Programs, Farm Forward (from Perdue Farms website)

CHAPTER 8: DISCUSSION

The approaches outlined in the previous chapters of this report can be adopted here in the UK as part of our public engagement efforts. That is not to say that this will be easy. But after the last two years, I could not be more convinced that improved transparency is absolutely necessary if we want a prosperous, resilient industry for the future.

The UK is not unique in the reputational challenges that face its livestock sectors, but it was made clear to me that we are behind other nations in dealing with it. There are also some cultural reasons that it might be more difficult to navigate an approach to transparency, such as polarised political landscape, but activists and scandal-hungry media are not exclusive to us either.

Where I feel we are especially behind is in our understanding of the public and our consumers from a reputation and issues management perspective. This is especially true at the farmer/producer level, but industry groups could also be doing more beyond the usual market research. Additional social sciences and cross-disciplinary research will likely be key to unlocking these issues. What has been done previously in the UK has had some impact already, but more is needed - public concern about welfare and the environment are part of a complex interaction of aligned issues and values, they are not linear or necessarily prioritised.

To date, what I have found that people struggle most with around the idea of transparency is the fact that audiences might not like what they see. And this is of course a possibility, but the truth is that in the age of the smart phone, nothing stays quiet for long. We almost always have the option of addressing these issues head on, acknowledging that we might not be doing things perfectly and finding where we can make improvements. Are we challenging ourselves enough here? The opinions and concerns of the public and consumers have value to us, and their unique perspective should be seen as an asset rather than as a threat. They, after all, are the people who buy our meat, milk and eggs – shouldn't we be sure that they will always want and need them in the future?

The current approach to dealing with reputational issues is typically to change how we talk about them to frame them in a different light, but not necessarily to change the issue itself. We should be more open to proactively amending practice and evolving to meet public values, which would allow us to shape our own future. To ignore these issues will almost certainly result in changes being imposed on us, whether through government policy or retailer demands.

One thing was made very clear - there is no one way of building trust with the public. Success comes from a multitude of approaches and a shift in mindset, involving every member of the supply chain from farmer to processors to retailer.

We need to bring the public in, meet people where they already are, and embed a culture of transparency and openness into our industry. There are multiple avenues for doing this, including personal connections, online channels like social media, events, research, experiences and especially through strategic planning.

Encouragingly, the benefits of this don't stop with building trust and are not limited to big businesses. There are several examples of how engagement and transparency add value to products and contribute to improved mental health of farmers, while also reconnecting rural communities and building social capital. While the existing culture around public engagement seems based in fear, mistrust and scepticism, adopting a more open, trusting and values-led approach seems to have long-lasting, positive impacts for the individuals involved – everyone I spoke to seemed happy, fulfilled and proud of their role in the food chain.

To be successful, we need buy-in from across the livestock sectors and a collective vision for where we want to be as an industry. Both of those things require leaders to bring people together and develop an actionable plan. When I spoke to Doyle Karr about his work at Corteva, he commented that effective leadership takes courage and a willingness to be vulnerable, which has stuck with me ever since. Do we have such a person or group today in UK farming? I'm not sure who it would, could or should be, but I do know that we need someone (or many people) to lead the industry in the right direction.

In short, British agriculture must take responsibility for securing their future, and re-connecting with the public will be central to this. By investing more in public relations and communications, developing long-term strategy, and collaborating with stakeholders across the food chain, we can regain control of our story and take steps to better understand what the public think and feel about where their food and fibre comes from.

CHAPTER 9: RECOMMENDATIONS

1. The industry needs dedication to transparency and honesty - perhaps adopting ‘radical openness’ - by showing the ‘warts and all’ of food production.
2. Focus on measuring and tracking public trust as a metric and devote resources to understanding and listening to the public.
3. Commit to values-based communication and abandon the idea that we must ‘educate the public’.
4. Support those members of the supply chain who choose to engage with the public and invest in developing their knowledge and communications skills.
5. Be brave: The leadership that is needed for such a commitment to doing things differently requires courage, but we can’t afford to shy away from this. We have to be prepared to push ourselves outside of our comfort zone.

CHAPTER 10: AFTER MY STUDY TOUR

I have been asked a few times what I think needs to happen in order to enact change around this topic and start making progress, and I'm afraid that the answer is relatively boring... We need to talk about consumers, reputation, and communications FAR more than we do currently, because the people within our industry should have, and deserve, a better understanding of these topics.

Since I have concluded my study travels, I have spoken to several farmer groups, from levy board councils to my local grassland society, about what I have learned, an idea which admittedly has filled me with anxiety since embarking on this journey two years ago. (My wild imagination conjured up mobs with pitchforks and, perhaps even more frightening, a chorus of tuts and frustrated sighs coming from the seats in front of me.)

But I can honestly say that the reception to what I have to say has been nothing but positive, leading to endless discussions, insightful questions and an inspiring level of receptiveness and curiosity. And many farmers have nodded right along, hearing confirmation of their own experiences and thinking. I have found this really energising and am eager to do what I can to help them.

Alongside this, I am also exploring a few opportunities to bring some of the knowledge and expertise I encountered abroad here to the UK where it can be more effectively integrated into our industry. These things always take time, but watch this space...

CHAPTER 10: ACKNOWLEDGEMENT AND THANKS

Firstly, I want to thank my husband Ben for his endless support, reassurance and patience as I muddled my way around the world chasing a crazy idea. He also listened to my ramblings for far longer than anyone should have been subjected to, and this report is stronger because of it.

My family in Indiana were their usual incredibly supportive selves, including Mom – I don't know many people who would drive a RV for 16 hours to and from Iowa with zero complaints (and refuse to take money for fuel). I loved getting to share this with you.

My heartfelt gratitude also goes to AHDB and the Dartington Cattle Breeding Trust for sponsoring my Scholarship and for providing resources and connections as I progressed.

Throughout this journey, I have been blown away at the generosity of strangers: with their time, their knowledge, and even their homes on a few occasions. This is once in a lifetime, and I am eternally grateful to all who played a part - I won't forget any of you.

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Greg Slipher	*Amy Jackson NSch*	*Sarah Mock*
Virginia Mall, Grace Springs Farm	*Hannah Frøslev, Horsens Youth Guidance Centre*	*Carrie McDermid & Lisa Bray, AHDB*
Aaron de Long NSch	*Will and Sarah Evans*	*Louise Manning NSch*
Carmen Denman-Hume	*Fraser Jones, Calcourt Farms*	*Tom Davis, Mudchute Farm*
Tom Martin, FarmerTime	*Sarah Bolton NSch*	*Charles Goadby*
Annabel Shackleton, LEAF Open Farm Sunday	*Milly Nolan, The Livestock Collective*	

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APPENDIX A: CFI ENGAGE – SHARED VALUES COMMUNICATIONS TRAINING

'Engage in three simple steps'

1. **Listen** – Actively listen, without judgement, for agreement and points of connection to understand how their concern is tied to their underlying values. Listening empowers you to:
    - Find shared values
    - Show you care
    - Bridge the gap between consumer expectations and industry behaviours

Key skill: Realise it's not about you … it's about them. It's easy to feel targeted by comments and to feel defensive when asked pointed questions. Consider it a compliment that you are the person they've asked to be in the conversation in the first place.

2. **Ask –** Ask questions to invite dialogue and clarify their perspective.
    - Helps embrace scepticism, and their reality
    - Helps them understand you're interested and willing to commit to a conversation
    - Clarifies their opinion/concern
    - Best practice: Ask at least three questions to ensure you're on the same page

Key skill: Embrace the scepticism about what's happening in production and in the food system as a whole. Consumers don't know what you do on a daily basis, and many have never set foot on a farm, so the ideas, questions and concerns that may be very real to them are based on very little real-world context. Be open to the journey of seeing the world through their eyes before you try to convince them of your reality.

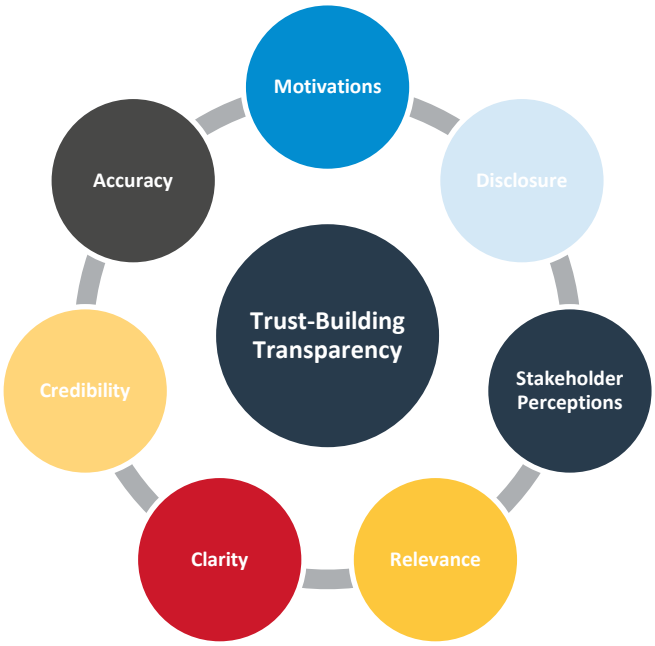
3. **Share** – Share your values-based perspective and provide relevant information to foster understanding and reinforce connection.
    - Avoid getting defensive
    - Incorporate the values most important to you
    - Remember the golden rule*; apply it
    - Share information that has been confirmed as relevant
    - Use analogies that can help simplify concepts
    - Use personal perspective and storytelling to paint the picture

Key skill: Connect your passions and interest to theirs while you share what you've learned during your time in the industry. The opportunity here is to

convey where you share common perspective and leverage that to share your deeper understanding of industry-specific topics, in small doses

*Treat others as you would want others to treat you.

APPENDIX B: ELEMENTS OF TRUST-BUILDING TRANSPARENCY



The Elements of Trust-Building Transparency. Adapted from (Arnot, 2022)

1. **Motivations** – Act in a manner that is ethical and consistent with stakeholder interest. Show you understand and appreciate issues and take action that demonstrates you put public interest ahead of self-interest.
2. **Disclosure** – Share information important to stakeholders, both positive and negative, even if it might be damaging. Make it easy to find; helpful in making informed decisions; easy to understand and timely.
3. **Stakeholder Participation** – Ask those interested in your activities and impact, for input. Make it easy to provide; acknowledge it has been received and explain how and why you make decisions.
4. **Relevance** – Share information stakeholders deem relevant. Ask them. Show you understand.
5. **Clarity** – Share information that is easily understood.
6. **Credibility** – Admit mistakes; apologise; accept responsibility; engage critics; share plans for corrective action. Demonstrate you genuinely care and present more than one side of controversial issues.
7. **Accuracy** – Share information that is truthful, objective, reliable and complete.

APPENDIX C: TEN SOCIAL OUTRAGE FACTORS

1. Lack of transparency
2. Intentional wrongdoing
3. Intentionally misleading
4. Putting private interest ahead of public interest
5. Insensitivity to public interest (tone deaf)
6. Callous disregard for public interest (malicious indifference)
7. Historical record of poor performance
8. Failure or unwillingness to accept responsibility
9. Impact on vulnerable populations or systems (people, animals, environment)
10. Negligence in following industry best practices

APPENDIX D: CORTEVA'S *RADICAL OPENNESS PRINCIPLES*

1. **We will be forthcoming and err on the side of sharing more.** If we cannot share information, we will explain why and seek to satisfy the interest in another way. If (the information is) not proprietary, there's (no) pending litigation or financial disclosure requirements/restrictions, and we have the information, then we will share it.
2. **We will be respectful, candid and authentic** as we present information that is clear, accurate and relevant for internal and external stakeholders – including those whose interests are not aligned with ours. We will listen to understand and encourage feedback.
3. **We will proactively disclose our position and take responsibility for all organisational actions and results, even on controversial issues.** When outcomes are undesirable, we will disclose what we have done, or will do, to address the situation

(Corteva Agrisciences, n.d.)

APPENDIX E: MLA RED MEAT AMBASSADORS WORKBOOK, PAGE 5

What it means to be a Red Meat Ambassador ...

We believe the red meat industry has a great story to tell ... and in becoming an Ambassador for the Red Meat Industry, you commit to being part of the team who shares it! MLA's red meat ambassadors are ...

Positioning the red meat industry as **professional** and progressive

Respectful of other production systems and industries

Understanding of our **community's** concerns and their desire for transparency

Pursuing **best practice** and continual improvement at every opportunity

Positive, passionate and **proactive**

Committed to sharing their authentic stories throughout their networks and communities

Driving **positive engagement** around food production

WHAT WE DON'T DO

This program is not about:

- Activism, advocacy or lobbying.
  - If you are interested in advocacy, the following organisations would love to hear from you:
    - Sheep Producer Australia (SPA)
    - Cattle Council of Australia (CCA)
    - Goat Industry Council of Australia (GICA)
    - Australian Lot Feeders Association (ALFA)
    - Australian Live Export Council (ALEC)
    - Australian Meat Industry Council (AMIC)
    - Your local state farming organisation.
- Promoting political or business interests
- Being rude, aggressive or impolite to people with opposing views (we will teach you to know where you can have maximum influence!)

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