ANNUAL REPORT
2020
A YEAR OF RESILIENCY
Dear Friends,

None of us will soon forget 2020, even if we try! Amid the tragedy and disruption of a devastating pandemic, the United States was also torn by a painful wave of racial reckoning and the most divisive presidential election of the last 150 years. Though much work remains on the path to the more just and equitable society all people deserve, at least we can see hopeful signs that the end of our public health emergency is in sight.

The COVID-19 crisis was just beginning as I wrote my introduction to EFI’s 2019 Annual Report. At that point we could not have imagined over 600,000 deaths in the United States or over 4 million around the world. The pandemic stretched health care systems and global supply chains to their limits, but it also highlighted the courage and resilience of the essential workers who, despite personal risk, kept our hospitals open and brought fresh food to our tables.

EFI salutes the women and men who continue to brave the pandemic every day to sustain the nation’s food supply. The harvesters and packers, the growers who employ them, the supermarket workers and delivery drivers: everyone in the supply chain who ensures that the rest of us can eat. It is EFI’s profound hope that the widespread appreciation earned by these essential workers over the past year will endure into the future so that they are accorded the dignity and respect they have always deserved for their hard work.

Like many other nonprofits and small businesses, EFI was hit hard by the onset of the pandemic last March. Travel restrictions wiped out what would have been our biggest year yet of training and certification, which put a large dent in our earned revenue. Nonetheless, inspired by the example of the essential workers whose skill, voice and agency we seek to elevate, EFI showed resilience and commitment in rising to the challenge.

Our workforce development facilitators adapted EFI’s in-person curriculum to deliver virtual trainings for farmworkers and managers. Our certification team developed a remote auditing protocol to maintain...
In early 2021, EFI surveyed fresh produce companies to discover learnings, skills, resources and processes they found valuable during the pandemic. The goal was to understand and share lessons that would help the industry respond to an increasingly volatile marketplace, given labor shortages, weather challenges, international competition, and evolving retail requirements and consumer demands. The pandemic lessons identified through this survey included themes of collaboration, communication and human development – many of the core principles of the EFI Program.

Early in the pandemic certified growers reported the benefits of having invested in the EFI Program, which strengthened their communication networks, problem-solving skills and worker-management collaboration so that they were able to quickly respond to changing safety and health requirements, often before official guidance was available.

“As the pandemic began, it really showed us how much our communication networks had evolved with EFI, and the team played a critical part in protecting our workers and continuing to serve our customers,” noted Vic Smith, CEO of JV Smith Companies.

A year later, the survey of 50 fresh produce companies, primarily outside of EFI’s network, revealed that those same skills and attributes were necessary to successfully navigate the pandemic, a fact that warrants increased focus on workforce development for the fresh produce industry.

EFI has learned from this experience. Some of the adaptations we made during the pandemic will become permanent as we relaunch our core training and certification products by the end of 2021.

Lessons learned from virtual skill-building may help us scale in the future. We are rethinking our revenue model and exploring new ways to engage retailers and consumers in expanding EFI’s influence. And we see new opportunities to position EFI as an innovation hub to meet the produce industry’s labor needs over the next decade by helping to build a more skilled and professional workforce.

Though 2020 will forever be remembered as a year of challenge and loss, EFI has emerged stronger and more committed than ever to our mission of transforming agriculture and the lives of farmworkers through multistakeholder collaboration, worker voice and agency, and commitment to continuous improvement. We could not have made it through 2020 without the support of our donors, our retail and grower partners and the more than 59,000 workers now employed on farms in the EFI certification process. And as we emerge from the pandemic, EFI looks forward to working with you and our many stakeholders toward a better future for all the essential workers in our food system!

Warm regards,

Peter O’Driscoll, Executive Director

FROM THE EXECUTIVE DIRECTOR | CONTINUED

verification of EFI Standards on farms seeking certification. Our business development team continued to line up clients, resulting in an incredibly busy start to 2021. Our marketing team gathered best practices on physical distancing measures from EFI worker-manager teams, designed culturally appropriate education materials on COVID-19 prevention for workers and shared them with the entire produce industry. And through it all, our operations staff kept vital systems running, managed financial constraints, and provided colleagues with regular updates on pandemic measures.

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Warm regards,

Peter O’Driscoll, Executive Director

We didn’t know much about a global pandemic, but thanks to the EFI Program we are trained to adapt to any type of issue. The things we learned [about COVID-19] and practiced at work also allowed me to bring this knowledge home and share it with my family and my community to help keep more people safe.

Juan Perez, Harvester and EFI Leadership Team Member, Andrew & Williamson Fresh Produce/GoodFarms

Being called an essential worker makes me feel important and necessary. Thanks to my work, people can have food on their tables. It makes me feel vital in their lives. I do this work for my family and it’s because of them that I wake up early and get home late so I can support my kids. I’m incredibly proud of being part of EFI and that’s what I tell my children.

Eduardo Aviña, Gatekeeper, Misionero Vegetables

“"
Long before the first cases of COVID-19, EFI was helping farms develop a skilled workforce and a formal place for worker-manager collaboration through our Leadership Team model. But during those early days of the pandemic, when each farm was trying to create and communicate health and safety protocols quickly before official guidance was available, EFI realized that we were well-positioned to help both our certified growers and the food industry as a whole. EFI-certified farming operations were uniquely positioned to quickly respond and create solutions that integrated worker perspective. As Leadership Teams solved their own workplace safety challenges, EFI staff actively supported them with real-time feedback loops and materials that we shared across the industry. Our web-based clearinghouse of best thinking included ideas for communicating, transporting workers, storing and cleaning face visors, installing plexiglass, and managing guest workers and housing, providing a useful starting point for many operations as they navigated redesigning their work processes.

Eventually the clearinghouse grew into a formal industry resource with EFI-created worker education materials; government, health and industry resources; indigenous language materials; links to videos and posters; and in 2021, vaccine-related information and printable materials.

As we continue to evolve through the pandemic, the lessons learned can help farming operations and the broader food and agriculture industries navigate the countless challenges ahead. Investing in workers and developing skills like communication, conflict resolution and problem-solving, while fostering a culture of collaboration, respect, trust and continuous improvement, will help organizations adapt, innovate and overcome. One EFI Leadership Team Member, Juan Perez with Andrew & Williamson Fresh Produce/GoodFarms, said it best, “This may be a global pandemic, but thanks to the EFI Program we are trained to adapt to any type of issue.”
Most Americans experienced empty grocery store shelves for the first time in their lives during the early weeks of the COVID-19 pandemic. Amid panic buying and stocking up, consumers became more aware of the supply chain, and embraced a common definition of “essential workers.” Many people were able to work and shop online from the safety of their homes, but essential workers put their lives at risk navigating workplace risks even before official health guidance was available.

Farmworker Awareness Week, celebrated during the last week of March, occurred just weeks into the pandemic lockdown. Posts on EFI’s social media channels sparked hundreds of comments of appreciation and praise of the farmworkers who continued to work through the crisis. Newfound public interest in the supply chain and essential workers resulted in widespread reporting about the role of farmworkers and how farming operations were responding by initiating social distancing and other safety protocols. In May, Costco Connection featured EFI in a cover story about its social responsibility efforts in the fresh produce industry, detailing how farmworkers are engaged in the EFI Program.

The alignment of two issues – the recognition of essential workers and the new era of racial awareness in the wake of George Floyd’s murder – has strengthened consumer trends that were at play prior to the pandemic. According to Hartman Group,
a consumer research organization that focuses on food, not only did consumers develop a greater appreciation of food supply chains during the pandemic but there is also more appreciation for worker rights and employee safety, as well as a desire for companies to help provide food security, community support and social and racial justice.

As consumers move beyond thanks and appreciation for essential workers and demand that companies provide safer, healthier and more respectful workplaces, the Responsibly Grown, Farmworker Assured® label on EFI-certified produce is a powerful demarcation of company action.

EFI’s long-term strategy is to engage consumers more widely as the availability of EFI-certified fruits and vegetables expands. In 2020, EFI formed a Marketing Communications Advisory Council to lay the groundwork for this growing effort, and it has begun to define target audiences and messaging in preparation for greater consumer engagement in 2022.

The growing consumer demand for corporate social responsibility with the greater availability of Responsibly Grown, Farmworker Assured fresh produce creates a perfect environment for EFI’s expanding consumer outreach.

I’m always worried for workers’ safety, and now [with COVID-19] more than ever. The good thing about the EFI Program is that farmworkers know they have many rights and can express concerns. I’m grateful for my health, especially during this time. I’m still able to provide important information to the workforce, but my main role is to tell them how important their job and well-being is.

José Luna (Don Chema), Field Supervisor, Andrew & Williamson Fresh Produce/GoodFarms
INTERNAL TRAINER COURSE MOVES ONLINE DURING PANDEMIC
Certified farming operations can develop an internal staff trainer to support their ongoing development through EFI’s Internal Trainer Certification Course. The workforce development team successfully designed and delivered two virtual trainer courses in 2020 with a total of 28 participants. A virtual classroom for asynchronous learning was coupled with online sessions and specific activities carried out with Leadership Teams.

WASHINGTON APPLE GROWERS BECOME EFI-CERTIFIED
Stemilt Growers and Rainier Fruit Company became the first EFI-certified apple and cherry growers, with products bearing the Responsibly Grown, Farmworker Assured label now available in participating Costco Wholesale and Whole Foods Market locations.

EPI PARTNERS WITH AMHPAC TO PROMOTE THE ETHICAL CHARTER ON RESPONSIBLE LABOR PRACTICES
As part of its commitment to industry education and support, as well as fostering a culture of continuous improvement on agricultural operations, EFI joined the Mexican Association of Protected Horticulture (AMHPAC) for a series of Spanish-language webinars for its members in November. More than 100 attendees learned how to improve business performance while meeting social compliance requirements in four live webinar sessions.

MISIONERO AND JV SMITH COMPANIES BECOME FIRST EFI-CERTIFIED LEAFY GREENS OPERATIONS
Misionero Vegetables certified two packhouse operations, one in Arizona and one in California, while its growing partner in Mexicali, Mexico, JV Smith Companies, certified its 10,000-acre farming operation under the EFI Standards. The two companies hope to bring the first Responsibly Grown, Farmworker Assured labeled leafy greens to market in 2021.

KEEPING PEOPLE AT THE CENTER OF FOOD MARKETING
EFI Marketing Communications Director LeAnne Ruzzamenti urged attendees at United Fresh Produce Association’s BrandStorm conference in February to market their product authentically by keeping people at the center of their efforts to meet consumer demands for transparency from the food system.

MISIONERO AND JV SMITH COMPANIES BECOME FIRST EFI-CERTIFIED LEAFY GREENS OPERATIONS
Misionero Vegetables certified two packhouse operations, one in Arizona and one in California, while its growing partner in Mexicali, Mexico, JV Smith Companies, certified its 10,000-acre farming operation under the EFI Standards. The two companies hope to bring the first Responsibly Grown, Farmworker Assured labeled leafy greens to market in 2021.

EFI STAFF SENT THANKS TO FARMWORKERS DURING THE PANDEMIC
In addition to providing resources and support during the early days of the COVID-19 pandemic, EFI staff sent their thanks and appreciation through a video that was shared with Leadership Team members and farmworkers at certified locations. Watch it at youtu.be/MNUVL6RdeLI.

We implemented many protocols due to the pandemic. For example, we had to change work shifts in the greenhouses. Previously we had two shifts, now we have three or four to avoid crowds of workers who have the same work schedule. That way, groups are smaller during lunch breaks, and there is more space for social distancing. Another example is to avoid having multiple people touching handles and doors, we installed automated doors. Employees scan their badges to go into the greenhouse, and the door automatically opens for them.

Erika Castro
Human Resources, Windset Farms®
Mastronardi Produce (sold under the SUNSET® brand) received EFI certification for four greenhouses in 2020, bringing its total to five EFI-certified operations in Mexico and Canada. Its tomato varieties and bell peppers can be found in participating Costco Wholesale and Whole Foods Market locations with the Responsibly Grown, Farmworker Assured label.

**NEW STAFF POSITIONS SUPPORT GROWTH**

Two full-time staff positions were added to extend EFI’s administrative and program support to growers: operations associate and certification manager. Kenton Harmer was promoted to Managing Director as part of the organization’s capacity-building plans.

**EFI MARKS 5TH ANNIVERSARY**

2020 marked EFI’s fifth anniversary as an independent nonprofit. The milestone was celebrated with a feature in And Now U Know, a leading trade publication for the fresh produce industry, and a new historical timeline on the website (equitablefood.org/history).

**COSTCO CONNECTION HIGHLIGHTS FAIR FARMS**

The cover story of the May issue of Costco Connection featured the EFI Program and how it works to engage farmworkers to improve working conditions, environmental impacts and food safety.

**HOMEGROWN ORGANIC FARMS BECOMES FIRST EFI-CERTIFIED STONE FRUIT OPERATION**

Abundant Harvest Organics, which grows stone fruit marketed under the Homegrown Organic Farms label, became the first EFI-certified stone fruit operation in the shortest amount of time following Leadership Team training. Owner Vernon Peterson credits EFI as “the only certification that brings value to our farm. It genuinely does help us do our job better and get a better product to the consumer because everybody up and down the chain is working together.”

**EFI-CERTIFIED FARMING OPERATIONS NOW IN 5 COUNTRIES**

EFI certified its first operation in Peru, expanding the program into its fifth country in the Americas. With more than 11,000 workers and 4,000 acres, Agrovision will bring EFI-certified avocados, grapes, asparagus and blueberries to U.S. and European markets. Due to the pandemic, Leadership Team training occurred online via Zoom.

**“**

The company has implemented all safety and hygiene measures required to prevent contracting the virus. There are always improvements thanks to EFI, and I have learned so much from the trainings, and not only that, I put those learnings into practice. Management listens to us. They constantly provide information and keep us posted on any issues.

Marco Cervantes, Operations Assistant, Windset Farms®

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## Statement of Financial Position

### Year Ended December 31, 2020

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
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<tr>
<td>Cash and cash equivalents</td>
<td>$500,907</td>
<td>$759,441</td>
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<tr>
<td>Grants and accounts receivable, net</td>
<td>116,206</td>
<td>632,661</td>
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<td>Prepaid expenses</td>
<td>10,543</td>
<td>10,311</td>
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<tr>
<td>Deposits</td>
<td>7,471</td>
<td>10,141</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$635,127</strong></td>
<td><strong>$1,412,554</strong></td>
</tr>
</tbody>
</table>

| **LIABILITIES AND NET ASSETS** |                   |                    |
| **Liabilities**               |                    |                    |
| Accounts payable and accrued expenses | 357,889             | 198,058            |
| Deferred revenue              | --                  | 25,000             |
| **Total Liabilities**         | **357,889**         | **223,058**        |

| **NET ASSETS**                |                   |                    |
| Without donor restriction     | (299,454)          | (177,562)          |
| With donor restriction        | 576,692            | 1,367,058          |
| **Total Net Assets**          | **$277,238**       | **$1,189,496**     |

<table>
<thead>
<tr>
<th><strong>TOTAL LIABILITIES AND NET ASSETS</strong></th>
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<tbody>
<tr>
<td></td>
<td><strong>$635,127</strong></td>
<td><strong>$1,412,554</strong></td>
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## Statement of Activities

### Year Ended December 31, 2020

<table>
<thead>
<tr>
<th></th>
<th>Without Donor Restriction</th>
<th>With Donor Restriction</th>
<th>2020 Total</th>
<th>2019 Total</th>
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</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Contributions and grants</td>
<td>$500</td>
<td>$896,100</td>
<td>$896,600</td>
<td>$1,909,810</td>
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<tr>
<td>In-kind contributions</td>
<td>23,131</td>
<td>-</td>
<td>23,131</td>
<td>56,876</td>
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<tr>
<td>Program income</td>
<td>709,471</td>
<td>-</td>
<td>709,471</td>
<td>728,621</td>
</tr>
<tr>
<td>Other Income</td>
<td>19,808</td>
<td>-</td>
<td>19,808</td>
<td>15,645</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>1,686,466</td>
<td>(1,686,466)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenue and Support</strong></td>
<td><strong>2,439,376</strong></td>
<td>(790,366)</td>
<td><strong>1,649,010</strong></td>
<td><strong>2,710,951</strong></td>
</tr>
</tbody>
</table>

| **Expenses**         |                           |                        |            |            |
| Program Service      | 1,740,599                 |                        | 1,740,599  | 1,826,935  |
| Management and General | 726,735               |                        | 726,735    | 789,848    |
| Fundraising          | 93,934                    |                        | 93,934     | 113,619    |
| **Total Expenses**   | **2,561,268**             | -                      | **2,561,268** | **2,730,402** |

| **Change in Net Assets** | (121,892) | (790,366) | (912,258) | (19,451) |
| **Net Assets, Beginning of Year Restated** | (177,562) | 1,367,058 | 1,189,496 | 1,208,947 |
| **Net Assets, End of Year** | **$299,454** | **$576,692** | **$277,238** | **$1,189,496** |
2020 DONORS

Costco Wholesale
Humanity United
The James Irvine Foundation
Northwest Area Foundation
Silicon Valley Community Foundation
Walmart Foundation
Wilson Sonsini Goodrich & Rosati

2020 Leadership

BOARD OF DIRECTORS

Ernie Farley, Chair
Partner, Andrew & Williamson Fresh Produce

Preston Witt, Vice Chair
Director, Supplier Code of Conduct Compliance, Costco Wholesale Corporation

Bruce Goldstein, Secretary
President, Farmworker Justice

Carol Schrader, Treasurer
Independent Consultant

Lori Castillo
Vice President, Marketing, NatureSweet Tomatoes

Michael Conroy
Independent Consultant

Maisie Ganzler
Chief Strategy and Brand Officer, Bon Appétit Management Company

Eva Greenthal
Policy Associate, Center for Science in the Public Interest

Thomas Gremillion
Director of Food Policy, Consumer Federation of America

Martin Guerena
Sustainable Agriculture Specialist, National Center for Appropriate Technology

Reyna Lopez
Executive Director, Pineros y Campesinos Unidos del Noroeste (PCUN)

Erika Navarrete
Vice President, United Farm Workers

Margaret Reeves
Senior Scientist, Pesticide Action Network North America

Minor Sinclair
Director, U.S. Regional Office, Oxfam America

Victor Smith
Chief Executive Officer, JV Smith Companies

Baldemar Velasquez
President and Founder, Farm Labor Organizing Committee

2020 Leadership

STAFF

Lilian Autler
Senior Facilitator, Workforce Development

Kevin Boyle
Director, Business & New Product Development

Shaleena Capers
Operations Associate

Rebecca Castrejón
Digital & Communications Associate

Rebecca Chavez
Business Development Manager

Karla Cook
Certification Manager

Alexandra DeGrandchamp
Data & Impact Manager

Kenton Harmer
Managing Director

Star Huff
Operations Manager

Alice Linsmeier
Senior Facilitator, Workforce Development

Candace Mickens
Director, Finance & Operations

Dionna Monroe
Certification Associate

Peter O’Driscoll
Executive Director

Ana (Lulu) Rivera Collazo
Workforce Development Specialist

LeAnne Ruzzamenti
Director, Marketing Communications

Gretta Siebentritt
Director, Workforce Development