



## **CSC 2024 - DAILY FEEDBACK**

**Each participant was asked at the end of each day (where the group was together) to write on a post-it note their personal reflection as a way of gathering feedback:**

- 1) Main take home message**
- 2) What I will differently**

**These were then all stuck in a collective space for others to read.  
They are written here exactly as received.**

### **Main take home messages – Sunday 10 March 2024 (Bioparque)**

- Brazil has exponential growth for agriculture
- The stereotypes of deforestation in Brazil may be more nuanced than originally thought
- To be a leader you must like people
- It's really important to have politics that understand agribusiness from the inside
- Always think about how "the west" has framed info – dig into the facts yourself
- The family has a real impact in our changes in professional and personal life
- Intensification and selective breeding are key in emissions reduction (small part of a big plan)
- Positive and great changes require courage (leap of faith) but also to hold to good values in the difficult times
- To be a successful agricultural region, you need a holistic approach (business + people + infrastructure + long term plans)
- To be a winner, you don't need to win but to train "take part"
- Leaders have to love people to be good leaders
- 66% land is preserved and protected, 30% land use is productive, 4% infrastructure
- The future is no longer as in your past
- I am in the right space, right direction – just continue and keep making steps
- Leaders must love people
- Saubona – I see you, you are important for me
- Understand by listening is more important than talk
- Agriculture is not a villain; people are actors to change for the better. I will look to understand other countries and culture – not just criticize - dialogue is the best way to construct a better agriculture
- Things get better but it is a process, it isn't linear and takes time to happen
- The importance of soft power in the world – politics, military, and financial power
- Always enjoy the process, even if you get out of your comfort zone
- A leader needs to love their people
- Creating a timeline is a difficult but worthwhile task
- We don't have the power to fight politics, military, or financial power, but we have the power to provide life to the planet – Marcello Brito
- Brazil is a long way ahead in terms of net-zero
- It is possible to have development with sustainability if the leadership be a true leader
- Food production is peace
- As a leader you need to love people
- Aspiration and capability – one without the other is nothing – what is the global context of this?
- To face the challenges of today, we as Nuffield scholars have to be willing to step up into the 'rule makers' role



- The juggernaut of the expanding growth of Brazilian agriculture – future impacts to other countries
- There is always a person more shy than you in the room
- There is a lot I don't know about Brazil and other countries
- Failures are successes
- Train to be a winner
- Speakers who speak with emotion about their journey are inspiring
- Farmers will do what makes sense, especially economic sense
- Brazil is over 400 years old
- Brazil is far more advanced in its sustainability journey than I realized
- Subsidy for production is good, but needs to be balanced with environmental consideration
- The Brazilian politician was much more open than UK politicians. We should push for this change in politics
- The power of good leadership can transform permanently the opportunities and the future. So, contribute with the formation of other leaders
- Progress and environment can and must walk together
- Learned a lot about Brazil and want to know more about the indigenous wisdom here as it wasn't present in the presentations today. Indigenous wisdom is regenerative ag
- Learn the importance of taking time to step back before jumping to action
- The future of agriculture is complex – farmer vs consumer tensions
- The future is no longer as in your past
- Brazilian culture is so diverse and accepting people
- Delivering overarching aggregate data may not/does not support nuanced effective environment policy
- All nations are becoming professional at greenwashing
- Brazil won't stop cutting down the forests as long as the tree is worth more on the ground than standing
- The future is no longer as in your past
- We think UK agriculture is exciting, but it is not booming anything like it is in Brazil
- What role do indigenous people have in food production in MS?
- Food share spending / household -> 7% USA, 9% UK, 16% Italy, 20% China
- Perception. Quantity. Brazilian land in intensive agricultural production
- Brazil still has a lot of growth and can become a powerhouse in certain areas
- Anything is possible – take the next step
- To be a leader you need to like people
- Learn more about UK history
- Leaders love people. Listen and learn
- The path to growth and success is never a straight one
- Brazil is a healthy ag country and increasing in all areas
- Sustainability only walks from the bottom to the top
- The farmer can be trusted to maximize the profitability of their farm
- The value of being a good family leader
- We have a world responsibility and challenge as food producers
- **ONE THING I WILL DO DIFFERENT – SUNDAY 10<sup>th</sup> March (Bioparque)**
- I'm going to enjoy the journey and not be too focused on the outcome
- Encourage and consider single-term political positions



- Be more open in vulnerable conversations
- Consider getting more involved in politics
- Be more curious about others turning points
- Listen more to learn about others turning points
- From disruptor to leader
- Maybe going into politics #eduardo
- Ask more people about their history
- Say yes to discomfort
- Approach knowledge with the idea that everything can be useful and can apply to me
- Encourage others who are potential ag leaders to get into politics
- Ask how our country is going to elevate biodiversity above decarbonization in global conversations
- Reflect on my life more often
- Don't think, just do
- Keep positive and explore all the Nuffield journey
- Seek after learning for the sake of well-being
- Think about indigenous people
- Listen to the complete narrative – easy for perceptions to become distorted by the media
- Doghouse diaries – vulnerability
- be braver about making connections with people and opening up
- reconsider the political career
- we need to learn to be a leader to make a difference in the world
- make sure I consider non-English first language people when I speak (pace, jargon)
- more research about other countries (so naïve!)
- Think about politics in a different way
- Challenge myself to take the leadership opportunity
- Learn more and engage in politics
- Read more
- Consider what information policy makers have (stats) – leading them to correct position on environmental priorities
- Put myself out there more – don't shy away
- To 'see' people
- I would like to work on not convincing people I disagree with to agree with me. Instead to be present and stand in my values. There's a lot of opinions of what effective or 'good' agriculture is and at times I feel it is counter-intuitive to use sustainable ag, regenerative ag and globalized commodities in the same sentence. Economies built on commodities will likely have higher hunger rates or be at the front with environmental degradation
- Understand my businesses "soft powers" and how to leverage them
- Research the eco-economy strategy of Costa Rica
- Try to avoid pre-judgment – listen to evidence and other opinions first
- Seeing the best in each person in order to feel grateful for meeting them
- Love better the people of my community
- Learn more about how to communicate better to overcome myths and biased perceptions
- Love people and working with them more
- Ask deeper questions of governance to ensure stronger representation
- Going to exchange ideas with people from different backgrounds
- Be more curious about other people's turning points



- I will try more and more, even if I'm not excellent at what I do
- Listen with more attention to others' opinions
- Stop saying no to local governance roles
- Love everybody
- Keep reminding myself to focus on younger agriculturalists
- Learn more about commodity hedging markets and their impact on food prices
- Take the opportunity, even if life is busy, you'll find space and time for the important things
- Look deeper into bigger issues
- Talk with more people from other countries
- Challenge myself to take the leadership opportunity
- Be positive and keep exploring the Nuffield journey
- Think about politics in a different way
- Say yes to discomfort
- Don't think too much, do more
- Encourage others who are potential ag leaders to get into politics
- Reflect on my life more often
- Ask more deeper questions to people in order understand their thought properly their thoughts and actions
- I really liked the cooperative conversation model – I will use that!
- Brazil incredible opportunity to supply carbon zero / positive food stuffs
- Flights are carbon intensive! Carbon emission strategies can be split into supplier and consumer side
- Move to Brazil

#### **KEY LEARNINGS – MONDAY 11<sup>th</sup> March (Bioparque)**

- Watch things not only from one side
- There isn't enough global influence in the Amazon
- Stop legal deforestation of Amazon
- Pain is necessary for change/growth. AS long as it's the best solution, pain can be tolerated
- Cane sugar is an impressive plant and we often don't use its potential
- The main problem is politics
- Scheffer professionalism and approach to family farming
- Love the people
- Agriculture is the solution for climate change
- Imagination of a possible world, and the actions
- Understand how to do value-creation, rather than value transfer. Turn the challenge into the opportunity
- A deeper understanding of the amazon and deforestation. The amazon is going past the 25% tipping point
- Need to push for more biologicals in our systems
- There is a lot more to the situation of the amazon than what the propaganda of the western world tells us
- RNA as an opportunity to reduce agricultural inputs
- As outsiders to a country, we never know the whole truth – we should be humble about our assumptions



- Challenged me on the power of family corporate model
- Saubona – you are important
- You have to share your vision out loud for it to become a reality – Ingo Ploger
- Sustainability isn't being driver only in the developed world
- Deforestation is still in a part legal in the amazon
- Adding diverse microbiome to environment that can't support it isn't as effective as improving the soil environment to support native microbiome without adding biology
- Balancing the needs of indigenous people and climate targets is complex
- Ubuntu
- If we confess our weakness, we are strong
- Love is a coin with two sides – passion and concern
- There is still legal deforestation in Brazil – do we have the right to justice about that while living an enormous life?
- The amazon is still a problem
- Deforestation in the amazon will happen and we must plan for it
- Everyone wants to go to heaven but no one wants to die – and therein lies the issue with decarbonization
- I live in a land of opportunity
- Regen is becoming certified in Brazil
- The amazon – that deforestation is still legal, up to 20% of owned land – a Brazil problem or global problem?
- Have a more open mindset
- Preserve all kinds of animals and forests
- Fascinating to see regenerative ag being done at a giant scale. Sometimes we pretend that cannot happen
- Lot more nuance in amazon deforestation
- If you want to run a farming business that makes returns at scale, get out of Europe
- Little ceremonies improve and strengthens relationships
- Look towards functional activity as a measurement of health
- We are all interdependent on each other – but should we be?
- The world is producing enough food for our population, but there are still 800million people that go without food. What question do we want to ask? Solutions.  
Working in a family business requires resilience
- Brazilian ag has demonstrated an incredible level of pioneering and expansion over the last 30 years
- Understand opinions of all stakeholders to ensure I completely have full context before forming an opinion
- Consider ourselves as part of a global community with carbon e.g. help fund amazon rainforest
- Solving problems – you start with yourself
- The scale of farming and capacity for growth  
Generational challenges need generational effort
- Ingo Ploger is amazing. Global food security
- Be capable to adapt every time life changes
- There is already enough land to produce the food we need, we just need to farm more efficiently
- How important good policy making is for human progress
- The amazon is awesome
- There are some pretty cool things happening in Brazilian ag



- We all want to go to heaven but no-one wants to die.... Something has to give
- Fuel produced from sugarcane could potentially be used for aviation
- There is always a cost-benefit to change – Amazon, gender / Indigenous, regeneration and regulation
- It is a complex problem of sustainability and deforestation in Brazil but the market MUST act to create change
- No consensus on stopping deforestation in the Amazon
- We produce enough food to feed the world now – but we are not – and people are starving
- The situation in the amazon is complex
- The opportunities in ag are not in countries with high land values
- I'm learning that much of the info we are learning is about agribusiness that is profit-driven, and find it very difficult to see how this can be called regenerative when a lot/ most is not considering the whole system / ecosystem including workers, history of racism and dispossession of land from indigenous, black and poor working communities. Also, great conversations about reparations and the need for such in all colonial countries (US, south Africa, Brazil, UK, Canada, Haiti etc
- The challenge of food distribution
- Biodiversity needs to be in the agenda

#### **MONDAY DO DIFFERENT (Bioparque)**

- Do a baseline measurement of natural capital + biological capital  
Sort out succession when I get back home. Straight away
- Not going to be so quick to judge a situation
- Improve objective communication
- Approach problems without preconceptions when I don't have knowledge
- Take an active approach to planning the future of the farms business structure
- Push back on government to ensure that ag is part of the energy solution
- Keep notes of topics I want to find answers to and repeat succinctly
- Don't agree just to agree
- Buy port talbot steel works and turn it into a biogas plant
- Investigate system of distribution to get excess food to those in need
- Be aware of working hours. Do not set up working weeks to take people to exhaustion
- Stay open-minded, ask key questions, learn
- Write key quotes from speakers and remember them
- I will always be an advocate for diversity / culture / gender / indigenous
- Focus my Nuffield on how to share info about how soil management has agronomic value -> much bigger driver than carbon credits
- Learn how to separate family and work life
- Take a closer look into potential of biofuels
- Be more open-minded to actions that were done in the past
- Be part of the solution instead of the problem
- Speak up when I hear pathologizing language in agriculture space
- Hold myself more in the complexity – get comfortable being there
- Look into making bonus schemes for staff to think more long term
- Advocate for the amazon
- Assessing that I am not just changing the tools – that I am also changing the mentality and systems
- Get a massive fish tank





- Learn about ag in each country
- Focus on one area to make a difference
- Sit next to new people – whenever possible ask questions and listen
- Feel confident about capacity for change
- more facilitated debate in CSCs
- use social media to influence next gens
- Start trying regenerative ag in all crops – and bio stimulants
- Be more open to learning what happens in the world, instead of hearing it on the news
- If I make a decision – leave it behind and move on
- Can Australia supply enough ethanol to supply the Pacific?
- Consciousness around agricultural provenance in the home related to protected places/people
- We need to develop a small farm mindset and sell directly to the farmer
- Improving ADHD coping methods
- Consider going into business with brother to increase expansion
- Be more open minded
- Look at balance of skill and diversity in recruitment
- Overcome or don't have so many myths about others
- Learn more about amazon
- Talking with my family about the future of the farm
- Start to write more notes about presentations
- Re-think the opportunities that not having land create and stop feeling resentful about not having a family farm
- Just ask, always
- Strive even harder to promote diversity in the sector
- Dig deeper before assuming that I know about a topic
- Investigate biologicals in our cropping systems
- Think of dream in 5 years and start sharing it out loud
- Stop assuming that large farms do not care about the environment
- Trust my own intuition / gut / questions and have confidence to ask them
- I am going to read more about other countries agriculture
- I will dream and take actions to realize it
- I will try and look at big companies with a nicest look
- Open-minded to solutions that can be combined – even if they look the opposite
- Be open of my interest in business and let it go if idea if refute
- Have more imagination
- Make sure to dig into the data and facts to really understand what they really mean
- To keep looking at people
- Facilitation technique – scissors, paper, rock
- Work towards my goal
- Take ownership and accountability
- Restructure our family farm business

#### **TUESDAY 12<sup>th</sup> March – key learning (Embrapa, SENAR, JBS)**

- I was encouraged by Embrapa – thought they had clear vision and purpose
- I left JBS incredibly confused – none of the staff passions made any sense
- Challenge thought – Embrapa -> troubles assessing extension



- Take good care of your staff
- Do what you love, even if it's a big change
- I was excited that JBS uses refugee labor
- Confused – the visit today to JBS left me thinking that plant based might not always be more sustainable
- People would rather be confused about working with consumers than take action to learn from them
- Brazil is set to impact world agriculture soon
- Eating without sustainability guilt
- less obvious 'company speak'
- Brazil is not to be underestimated – soon to be the biggest and best ag producer in the world
- Scale allows you the freedom to have a go at more things
- The sheer scale of JBS and their focus on circular economy – and their authentic people
- How face-to-face interaction is so powerful (our guide was crying)
- Be grateful and appreciate the person next to you
- Things you did wrong in the past do not determine your future
- Automation can be wonderful for productivity, but it can displace millions of entry level jobs
- Teamwork from JBS and circular economy was simply fantastic

#### **TUESDAY 12<sup>th</sup> March – Do different (Embrapa, SENAR, JBS)**

- Look internationally for solutions
- Investigate – don't accept things as the press reports
- Value cattle more after seeing the work that goes into it
- Think outside the box to make use of everything + do different
- Look for triple-bottom line investments
- Efficiency is the first step to sustainability
- To find out what our local abattoir does with byproducts – how do they compare?
- Remember that even as a small farm – we are still an important part of the whole
- Always be grateful with other people for something
- Follow my heart
- Cut the fluff – no more empty buzzwords talking about big topics. More work, more action.
- Have the courage to voice my opinions, even if they are not popular
- Look for relevant extension companies from overseas

#### **WEDNESDAY 13<sup>th</sup> March – KEY LEARNING (fruit pulp coop and indigenous community group only)**

- All is possible when you are committed to your values and your goals
- There is much to do for small communities
- A business does not have to be big to have a big impact on the community
- Will forever take the experience at the indigenous community, their respect and care for all their work and mother earth
- The importance / power of communities to control their destiny
- Same issues, different context
- Learned so much about the power of community and generosity. Today was at the farm and indigenous trip and seeing people work together for collective good far outways the individualistic and exploitive reality of agriculture and industry that has one owner





- Cooperative model is not a fix for all problems
- Community coops in lower socio-economic areas can be hugely successful way of farming
- We used to have good local knowledge about nature and do things by the moon and seasons but with technology we lost that
- Discussion and exchange is the key of understanding and peace
- Open my eyes bigger to understand how nature works
- A bit more time so we aren't as rushed
- Feathers make a great addition to any outfit
- Coops run with care can change lives and communities
- Diversity and inclusivity underpin respect in a fundamental way adapt the mindset that small can work in the presence of big
- Coops are successful when producers are looked after
- Who is responsible? 80% of worlds biodiversity is under the guardianship of indigenous people but they are not often supported financially by government or state
- Biodiversity is acknowledged as important at every level of society
- I had a great day – thank you for this! Be proud of what you do even if it is different from the crowd

#### **WEDNESDAY – DO DIFFERENT (fruit pulp coop and indigenous community group only)**

- Be more mindful of other cultures and their stake holding in agriculture
- Research and map where the worlds biodiversity areas are and who is the caretaker – and how they are financially supported
- Slowing down my busy life
- Research more agrarian based cooperatives and shared land structures
- Be less prejudiced
- Embrace more opportunities to get out of my comfort zone
- Stay curious and keep paying attention to the small things
- Getting all fruit growers in region to work together as a coop did nothing in a profit-system world
- Work more cooperatively
- Explore more indigenous cultures

#### **THURSDAY 14<sup>th</sup> MARCH - KEY LEARNINGS (concurrent sessions – Marrua Hotel, Bonito)**

- Kids learning goes beyond schooling
- When implementing policy, make sure you know what you are doing
- Dynamics of carbon measurement
- Different not better – dare to be that different
- Stories are the most interesting and fun way to learn
- Diversity reflects our world and is only challenged because we are small as individualists
- The importance of being focused and specific
- To improve yourself, you have to learn, adapt, and get out of your comfort zone in every manner possible
- Telling stories – understand audience and adapt on the fly
- We will always need to adapt to overcome a challenge or create an opportunity – take time and collaborate
- Farmers have the same problems; they just look different
- Fragmented approaches to collective problems will not create market access – collaboration is the key



- Be an ambassador and don't be boring!
- The education of children is the base for the future
- Embrace the journey and especially the challenges
- I have more clarity on who will bear the burdens of long-game sustainability – the working class / poor / people with little to no choices and they will be responsible for climate overhaul as opposed to large businesses that continue to lobby themselves out of responsibility
- Be spontaneous
- Adapt, focus and communicate – Bev Flatt
- Hearing from real people not corporate speak is so much more powerful and meaningful
- Just because the Brazilian way to sustainability may be different, that doesn't immediately make it wrong
- Maybe I should move to Brazil
- Soy has a potential added value in biofuel which could help bring the protein value down
- Genetics are everything!
- It is possible to produce food in all the countries, we need to decentralize some things
- Policy is the goal, politics is the mechanism
- Movement, copying, mirroring
- Expanding into different countries, JBS machine, policy workshop
- Farms can be the future of energy / electric power
- Energy transition is a big issue for the world – growth in food systems is already in place
- Cows are not the problem
- Sustainable winemaking and the importance of unique terrain
- I learnt so much from Bev about stories that transform – embrace spontaneity
- Agriculture is part of the solution to climate change
- The wine crisis is there for us to learn from
- Decrease in investments in plant-based proteins over the past 3 years
- Research “planet of plenty” and EU deforestation regulation
- Clarified carbon farming really well for me
- Time is finite but its value to me is infinite – slow down
- The carbon market is complex and globally inconsistent
- The answers are in the room
- I learnt about meat production – which I had no idea about before
- Resources are naturally limited, but everything is recyclable!
- I spoke with people I would never otherwise speak to
- “Best practice” is the recipe for formulaic sameness
- There is no substitute for focus
- Opportunity to be more efficient and sustainable in our beef systems
- The power of better questions “so what” and “what next”
- Not alone – there are a lot of others taking on audacious challenges
- We need 70% more food to feed our growing population
- Hidden disabilities – remember that people may have issues we can't see so need to adapt to this in conversation
- The amount of methane contributes to the global CO2 has not increased over time
- Build trust by finding common ground
- Collaboration with people around you is far more powerful than it is competitive



- We can get a lot more success in our agriculture business if we have the ability to integrate the countries around the world
- Cows are not the problem
- Humor is a great way to draw a crowd in after a long day. Antonio – you were great!
- How black soldier fly farming is working!
- Respect your competition and taste it!
- Carbon farming that's improves the soil will improve the world
- Opinion based questions will get you a lot further
- Never underestimate the power of the Nuffield network – I've probably already met the right people who can help
- Adaption in conversation is important
- To make substantial changes requires both mind and heart

#### **THUR 14<sup>th</sup> MARCH - DO DIFFERENTLY (Marrua Hotel – concurrent sessions)**

- Open mindset
- Take a leap of faith and explore new business opportunities – Simon Wallace
- Keep engaging children to learn about agriculture
- SPA - Stories, Point, Application
- Check my bias before understanding a different culture
- Ask more questions
- Look differently at public policy formation after hearing from Artur and Joao – including understanding bias
- Use my Nuffield project “future farming systems” to influence government policy decision making
- Don't be afraid to pause. Be patient and persistent
- Listen to all the people around you – not just the words that they say
- Engage in the local community
- Look to understand others point of view
- Seek different sides of the story – look for diverse opinions and perspectives
- Acknowledge my own needs within the process
- Listen listen and listen again
- Set boundaries and diarize school farm visits to share ag
- Adapting to the people around you leads to more powerful interaction than just trying to get your own message across
- Eat more meat, drink more wine
- Keep farmers needs at the front of mind for my Nuffield research topic
- Primary producers need to dictate to industry more – soil is central to farming – focus on that and the rest will come
- Reach out and support my fellow scholars
- Build a business not just driven by subsidies but by clear agronomic / financial benefit to users
- Talk about carbon sequestration as much as carbon emissions
- Spend more time learning rather than being focused on getting to the destination. Take the time, you have it – Simon Wallace
- Build more personal and less formal relationships with scholars
- Inspire fierce (honest, frank) conversations
- Embrace Nuffield connections to help my personal travel
- Don't overthink, sometimes improving is enough



- Talking with different scholars
- Ask opinion questions rather than fact questions
- Make better use of the experience in the room
- Dare to be different
- Get involved and influence policy
- Get out of my comfort zone
- Think about better questions for when I meet new people
- Check with my bias
- Seek feedback more specifically
- Start with the end in mind when developing policy, check bias, deal first with mitigating the negative effects
- Technique can be learnt, communication can be taught, character is built
- Assess new policies as if they have already failed
- Think more critically about my business vs my emotions
- Appreciate the value of beauty – paint the shed
- Improve my English over my life
- Keep connected with these amazing scholars!