We are proud to be part of the first cohort of companies to legally reincorporate as a public benefit corporation. A public benefit corporation is neither a purely for-profit company nor a not-for-profit organization. This status allows us to make decisions that benefit all of our stakeholders (our partner farmers, our community, our employees and our surrounding environment), and to do so even if they conflict with the interests of our shareholders.

When we became a public benefit corporation, we declared our public purpose to “make local work,” with a more specific mandate to:

1. **Connect adjacent rural and urban communities** to reinvigorate sustainable local agricultural systems;

2. **Produce the healthiest products** possible with leading standards of animal welfare and environmental sustainability; and

3. **Create incentives for farmers to move to more regenerative practices** — those that are not simply "do less harm" but those that provide a net positive benefit to the environment and surrounding communities.
As part of our company charter, we will provide regular updates of our progress in achieving our public purpose. One of our company’s core values is “candor and transparency,” so our goal in openly reporting our progress — and, importantly, where there has been a lack of progress — is to hold ourselves accountable to further improvement.

Judge Louis Brandeis opined in Harper’s Weekly in 1913 that “sunlight is said to be the best of disinfectants.”

Our objective is to openly share our impact on the world around us — and highlight where we still have work to do. We ask this of our partner farms, and so feel obligated to do the same for Walden itself. This is to say we are an imperfect and continuous work in progress: we are firm believers in doing things the hard way, because we find value not in flashiness or fame but in the daily grind — the arduous and dogged strive to be better.
In this light, here is our progress report.
Every day, we work to connect our partner farms to our thousands of member families. Most fundamentally, the 1,750,000 lbs of sustainably raised meat that we purchased in 2019 from area farms — each package with the name of the farmer and town where the animal was raised printed on the label — is the mechanism by which we do this. We also endeavor to profile our farmers in our materials and share stories of mutual interest. Enabled by our members, we donate 1% of the volume in our member program as part of our 1% for the Hungry program, totalling over 27,000 meals in 2019. These donations go to local charities who provide meals for the underserved. Providing high-quality protein to our neighbors in need is fundamental to view of our “connected community.”

When the full impact of our food choices are out-of-sight and out-of-mind, the externalities fall on communities far away, and the ecological and environmental consequences can be devastating. When our collective food dollars’ impact is positive and immediate — right here in New England and New York, where we are building a sustainable agricultural renaissance — we can build resilient communities for the long term.

This year we’ve supported our partner farmers in their efforts to obtain certifications and advance their efforts in sustainable, regenerative production. Many of our farms have pursued different certifications, including the Global Animal Partnership (GAP), the American Grassfed Association, Animal Welfare Approved (AWA), Organic certification, non-GMO, and others. These certifications help our partner farms to expand their credibility in the marketplace and to obtain other retail outlets (unlike industrial meat companies, we do not require exclusive relationships with our partner farmers).

We continue to elevate our standards in meaningful ways. This includes eliminating both beak trimming for chickens (layers and broilers) and tail docking for pigs. All of our pigs are now derived from heritage breeding stocks rather than the commodity Yorkshire breed. We’ve also clarified allowable feeds under our grass-fed beef program, and solidified a finishing program that we believe leads to a consistent final product year-round while adhering to our strict commitment to a 100% grass-fed and grass-finished animal.

95% of our partner farms were audited by Walden, most on a quarterly basis. Our audits are a rigorous process that confirm our standards are being followed — this means inspecting barns, for example, to ensure no herbicides, pesticides, hormones or antibiotics are present. If they are, proper documentation exists to ensure they are not used on Walden pastures or Walden animals.
100% GRASS-FED & PASTURE-RAISED
As a significant buyer of grass-fed beef and pasture-raised meat in the region, we are increasingly setting the market standard for quality and driving premiums paid to farmers. We believe the best methods produce the best products. This is why we paid $2,150,000 more to our partner farmers than they would have made selling their products in commodity markets; across all proteins this represents a 154% premium to commodity pricing.

We paid an average of $158,176 to each of our partner farmers; we paid $317,000 to those with monthly, recurring contracts. We believe gross receipts of about $250,000 allow one partner in a regional farming operation to take home a living wage. We have taken over a dozen farms from below this number to above, and in future years we would like to see our average per-farm purchasing exceed this number.

Our commitment to a net positive impact extends to distribution as well. Despite increasing our geographic coverage area substantially with the addition of NYC and surrounding areas; our fuel per 100 shares delivered has fallen by 14.6% year-over-year. To the extent that we eliminate a grocery trip for our member families, or extend the time between trips, we feel good about the carbon impact of our last mile deliveries at about 7.0lbs of CO2 per share delivered in 2019 — especially in combination with the impact of our beef program. By utilizing rotational grazing and regenerative pasture management practices, our 100% grass-fed beef captures and stores carbon in the soil, removing some 24lbs of CO2 from the air per share delivered. We estimated this impact by using a third party life cycle study done of a similar farming operation in Georgia. While the carbon sequestered by our beef program more than offsets our distribution activities, we hope to expand upon these measurements and include additional core activities in the years to come to form a more holistic picture of our total environmental impact.

We have work to do to further reduce single-use packaging in our activities (in that spirit we are proud to introduce reusable dry-ice bags in January of 2020!). We continue to lament the amount of plastic required in our product packaging, and are seeking alternatives all the time (please connect us to anyone in this area!) but have not yet found something suitable.
27,000 MEALS DONATED IN 2019

Grant, Full-Time Analyst, Part-Time Driver Model
We are proud to earn a B Corp Impact Score 106% higher than the ordinary company average. Of our managers, 33% are female and 25% are minority. We do have work to do on racial diversity, and plan to make this a focus in the years ahead. Our wages have grown relative to minimum wage and the MA living wage index, and we now offer market-leading benefits to all of our employees, including 80% contributions for both individuals and families for health care, and 50% contributions on dental.

We hope you will join us for the long haul as we endeavor to build a company to last.
# OUR IMPACT – BY THE NUMBERS

## OUR BUSINESS 2019

### Farm Impact
- Acres in Perennial Pasture: 14,778

### Farm Level Income
- Total Volume (lbs): 1,750,000 lbs
- Total Premiums Paid vs. Commodity Prices: $2,150,000
- Average Purchasing per Farm, all Farms: $158,176
- Average Purchasing per Monthly Contract Farm: $317,000

### Carbon Intensity of Key Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>CO₂ (lbs/shares) delivered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last Mile Delivery (All Fuel Use)</td>
<td>7.0 lbs CO₂ share delivered</td>
</tr>
<tr>
<td>Beef Production, Net</td>
<td>(24.0) lbs CO₂ share delivered</td>
</tr>
</tbody>
</table>

## OUR COMPANY

### Employee Diversity
- Female employees: 30%
- Female managers: 33.7%
- Minority employees: 6.2%
- Minority managers: 25%

### Compensation
- Starting full time wages: $15/hr
- MA minimum wage: $12/hr
- Premium to minimum wage: 25%
- MA living wage estimate: $13.96
- Premium to living wage: 7.4%

### Benefit Participation
- Health Insurance: 58%
- Dental Insurance: 52%

### B Impact Score
- Overall Score vs. ordinary average of 50.9: 104.6

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1. We extrapolated the fuel used across our entire operation with coefficients available from the EIA. [https://www.eia.gov/environment/emissions/co2_vol_mass.php](https://www.eia.gov/environment/emissions/co2_vol_mass.php). To understand our beef production impacts, we extrapolated using the Quantis study of White Oak Pastures published at [https://blog.whiteoakpastures.com/hubfs/WOP-LCA-Quantis-2019.pdf](https://blog.whiteoakpastures.com/hubfs/WOP-LCA-Quantis-2019.pdf), which matches our production methods.

2. See the MIT living wage calculator at [https://livingwage.mit.edu/states/25](https://livingwage.mit.edu/states/25)

3. See [https://bcorporation.net/directory/walden-local-meat](https://bcorporation.net/directory/walden-local-meat)