



SAOS Members

More details on www.saos.coop

Aberdeen Grain Storage Ltd

01651 882244

www.aberdeengrain.co.uk

Angus Growers

01241 877336

www.angusgrowers.co.uk

ANM Group Ltd

01467 623700

www.anmgroup.co.uk

Argyll Hill Lamb

01852 316220

www.argyllhilllamb.com

Aspatria Farmers

01697 320207

www.aspatriafarmers.co.uk

Ayrshire Country Lamb Ltd

01292 560740

www.farmstock.org.uk

Banff and Moray Grain Marketing Ltd

c/o RA Clements Assoc

01631 562643

Birsay Farmers Ltd

01856 874654

Borders Machinery Ring Ltd

01896 758091

www.ringleader.co.uk

Caithness Machinery Ring Ltd

01847 841310

www.caithnessmachineryring.co.uk

Co Chomunn An Lochdair

01870 610205

www.carnanstores.co.uk

Dalkeith Farmers Ltd

01875 820810

DWP Harvesting Ltd

01339 885335

www.dwpharvesting.co.uk

East Lothian Potatoes Ltd

01361 883488

East of Scotland Farmers Ltd

01828 627264

www.eosf.co.uk

East of Scotland Growers Ltd

01334 654047

www.eastofscotlandgrowers.co.uk

Farm Stock (Scotland) Ltd

01750 723366

www.farmstock.org.uk

First Milk

0141 887 6111

www.firstmilk.co.uk

First Venison Ltd

01507 353770

Galloway Lamb Ltd

01899 221419

www.farmstock.org.uk

Girvan Early Growers Ltd

01465 715328

Grainco Scotland Ltd

01888 564190

www.grainco.co.uk

Grampian Growers Ltd

01674 830555

www.grampiangrowers.co.uk

HBS Ring Ltd

01463 811603

www.hbsring.co.uk

Highland Grain Ltd

01463 811435

www.highlandgrain.co.uk

Lewis Crofters Ltd

01851 702350

www.lewiscrofters.co.uk

Lothian Lamb and Beef Ltd

01501 823151

www.farmstock.org.uk

Lothian Machinery Ring Ltd

0131 339 8730

www.lothianmachineryring.co.uk

Milk Suppliers Association

01988 700240

www.msa.scot

North Uist & Benbecula Livestock Marketing

01876 500329

Oban Livestock Centre Ltd

c/o Ritsons CA

01542 832212

Orkney Auction Mart Ltd

01856 872520

www.orkneymart.co.uk

Orkney Business Ring Ltd

01856 879080

www.orkneybusinessring.co.uk

Orkney Cheese Company Ltd

01856 872824

www.orkneyfoodanddrink.co.uk

Ringlink (Scotland) Ltd

01561 377790

www.ringlinkscotland.co.uk

Rural Services Scotland Ltd

01738 550101

www.scotlandfarmer.co.uk

Saltire Seed Ltd

01358 742000

www.saltire-seed.co.uk

Scotlean Pigs Ltd

01228 541566

www.scotlean.co.uk

Scott Country Lamb Ltd

01835 840283

www.farmstock.org.uk

Scott Country Potatoes Ltd

01573 225125

Scottish Agronomy Ltd

01577 862759

www.scottishagronomy.co.uk

Scottish Borders Produce Ltd

01890 751663

www.scottishbordersproduce.com

Scottish Farm Carbon

0300 456 2209

Scottish Organic Milk

Producers Ltd

enquiries@scottishorganicmilk.org

www.scottishorganicmilk.org

Scottish Organic Producers

Association Ltd

0131 335 6606

www.sopa.org.uk

Scottish Pig Producers Ltd

01466 792284

www.scottishpigs.coop

Scottish Potato Co-op

07793 057870

Scottish Quality Crops

info@scottishqualitycrops.co.uk

www.sqccrops.co.uk

Scottish Shellfish Marketing Group Ltd

01698 844221

www.scottishshellfish.co.uk

Seed Potato Organisation Ltd

c/o NFU Scotland

0131 472 4000

Shetland Abattoir

Co-operative Ltd

01595 696300

Shetland Livestock Marketing Group Ltd

01595 696300

www.slmg.co.uk

SmartRural Ltd

07840 363164

www.smartrural.coop

Tarff Services

01557 820247

www.tarffvalley.co.uk/tarff-services

Tarff Valley Ltd

01557 820247

www.tarffvalley.co.uk

Tayforth Machinery Ring Ltd

01577 830616

www.tayforth.co.uk

United Farmers Ltd

0131 334 3111

www.unitedfarmers.co.uk

United Oilseeds Marketing Ltd

01380 729200

www.unitedoilseeds.co.uk

About SAOS



SAOS was established in 1905 as a Society to further co-operation in Scottish agriculture (the Scottish Agricultural Organisation Society). Nearly 120 years later, we remain committed to the aspirations of our co-operative founders, and focused on the benefits of the co-operative business model. We strive to fulfil the co-operative principles (more of those overleaf) which drive our culture and the way we work.



The SAOS Growing Tomorrow's Leaders programme graduation in March

As a co-op, we are owned and governed by our members and operate for their benefit. We are accountable to our farmer members and firmly focused on helping them maximise their potential. As part of this, our eye is always on the future and the challenges that lie ahead for them and, by extension, the wider landscape of farming, food and rural Scotland in which they operate.

For decades, SAOS has identified areas where a more collaborative approach is vital for moving forward, whether that be for the benefit of co-ops, producers, supply chains, or the whole food and farming industry. Several of our workstreams have taken important steps on behalf of the whole industry, by getting the right people together and working effectively for mutual benefit.

This, in turn, has led to the creation and expansion of subsidiary businesses to explore and convert wider opportunities in food and farming supply chains and rural development, through innovation, coupling new technology and data gathering, quality assurance, as well as in a more collaborative response to climate change and a more sustainable future for farming and food production.



Our team continues to grow and diversify as we move into new areas, to work on exciting new developments with new partners. Our annual report reflects on another year when we have been busier than ever, working with food and farming businesses to make them more profitable, competitive, and sustainable - working together to shape the future, today.

SAOS and Co-op Principles

The seven Co-operative Principles are guidelines by which co-operatives put their values into practice.

How SAOS embodies these:

Voluntary and open membership



- Owned by 58 members of various co-op types and sizes (from 3 to 4800 members!) operating in a wide range of farming sectors in the mainland and islands of Scotland and parts of England
- Affordable affiliation fees linked to co-op size and membership throughput
- We've welcomed new members this year from the grain marketing, seed potato and livestock sales sectors

Democratic member control



- Sixteen elected co-op members participate in the SAOS Council, with three meetings each year focusing on relevant topics such as member-derived insight on future SAOS Training and Development strategy, and opportunities and threats within the food and drink supply chain
- SAOS Board is member-focused, comprising of between 8 and 12 Directors
- Our culture is that of open and approachable access between Board Directors and the SAOS team

Member economic participation



- Payment of annual affiliation fees
- Engaging SAOS to provide professional governance services
- Contracting SAOS to undertake Company Secretary role
- Paid attendance at SAOS training and events

Autonomy and independence



- SAOS, a federal co-operative, retains operational independence by undertaking relevant consultancy and development work, and through the strategic establishment of income-generating subsidiaries

Education, training and information



- SAOS's varied training courses for members include governance matters, business operations, and leadership development through Growing Tomorrow's Leaders,
- Broader knowledge exchange is developed via C2N, and events such as our Annual Conference and at Agriscot forums
- Member forums are a much-valued knowledge exchange opportunity - for Chairpersons, Managers and Assistant Managers, and the Next Generation
- Circulating member briefing notes on relevant industry topics
- Circulating Quarterly SAOS Update with news from and for members

Co-operation amongst co-ops



- Meetings and liaison with Co-ops UK, ICOS and ICA
- Multi-member collaborative projects
- Close liaison with the co-operative academic world such as Dundee Business School and St Mary's University, Nova Scotia

Concern for community



- Partnership with agricultural support charity, RSABI
- Governance support for farmer wellbeing programme, Farmstrong Scotland

Chairman's Report

John Hutcheson

As I write we are finally nearing the end of a much-delayed spring drilling, after one of the wettest winters in recent memory. Alongside a herculean effort from my own farm team, we've been helped by co-operative neighbours fitting extra work into their own farming systems, enabling us to finish sowing in good time. Nationally, much of this help is organised by our machinery rings, some of our most successful co-ops, and an essential backbone for our industry.

It has been another busy year at SAOS. At our conference, the most successful yet with 157 delegates and 8 excellent speakers, we took the opportunity to acknowledge our senior consultants, Bob Yuill, Alan Stevenson and Jim Booth, who are stepping down from their full-time roles in SAOS. It is hard to overstate the contribution these three have made to SAOS and the co-op sector during their time in this organisation, and we wish them all the best as they venture into semi-retirement.

SAOS's involvement in a wide variety of projects is evident in this report, and reflects the range of talent in our team. We continue to strengthen this with David Michie and Douglas Bowden-Smith having joined us over the last year.

Our subsidiary, Food Integrity Assurance, has settled in to delivering farm assurance in Scotland across both main sectors, and is well placed to help scheme owners develop these further. Assurance providers have been challenged recently with many producers feeling forced into adopting more "sustainable" practices to satisfy



corporate Environmental Social and Governance requirements, for no reward. SAOS, through FIA, is well placed to help capture and commercialise environmental data and return value back to producers.

I would like to thank Tim and everyone at SAOS for their efforts over the year in helping our industry work together. I firmly believe this is the only way that our unique family farming way of life can survive and prosper.

Chief Executive's Statement

Tim Bailey

One of my key observations, after five years in post, is that of a general reassuring consensus that co-operation is a positive and significant driver for enhancing our food and farming sector. But I've also observed a disconnection. Governments, agencies, organisations, farmers, food retailers, many of those in agreement regarding its power and potential, are very good at talking about the need to co-operate but, in reality, their 'walking the walk' to help make it happen, lags far behind.

So why isn't there more co-operation despite SAOS's best efforts? I think there are two main reasons: primarily, because it is a 'good thing', there is a naivety that it will happen by osmosis; and secondly, that it is easy to achieve. Neither of these is true. Co-operation doesn't happen by itself. It takes time, requires co-ordination, and needs nurturing. And for all that to happen, there needs to be supportive policy, economic incentives, financial support and behavioural change.

As I write, we are busy making continued representations for specific co-operation and co-op-related amendments for deliberation in the second stage of the Agriculture Bill in the Scottish Parliament. We are hopeful that various prerequisites will be reflected, ensuring that co-operation-related activity and specific co-operative enterprise elements will be included in the Bill. If this transpires, then this would be a first in Scottish agriculture and a positive driver for co-op supportive programmes in future Rural Support Plans and subsequent secondary legislation.



If this does happen, it would see the Scottish Government leading from the front, walking rather than just talking, and showing the way for every other stakeholder to do the same. Once we get everyone on the journey together then anything is possible. The reality of a more financially-secure, environmentally-sustainable and community-focused farm and food sector is within our grasp.

Our Impact

Advancing Co-operation

Promoting, developing and supporting agricultural co-operation is SAOS's raison d'être. The opportunity to embed this within future Agricultural Policy became more real with the tabling of the Agriculture and Rural Communities (Scotland) Bill within the Scottish Parliament. The draft framework Bill has provided specific references to support for co-operation in agriculture and rural matters as a result of SAOS lobbying. More substantial work has been undertaken to seek both Government and industry support for the framework to be more explicit, and for co-operatives to be formally recognised within the 'body' of the Bill.

The team has continued to provide support to various organisations seeking advice regarding establishment and co-operation. This has included groups marketing Scottish heather honey, seaweed, pasture-reared livestock, organic crops, Angus livestock producers, Cairngorms Crofters and Farmers Group, and general support to industry partners with the establishment of rural wellbeing programme, Farmstrong Scotland, and the cross-sector representative group, the Food and Agriculture Stakeholders' Taskforce.

Supporting our owner members to protect, develop and enhance their co-op businesses is naturally a core activity for the SAOS team, and this last year has been no different. Workload has included strategy reviews, governance reviews, rules revisions, member surveys and value statements, and Board health checks. In addition, there has been ongoing company secretarial and administrative support to various SAOS members. We have been delighted to welcome three new members, the Seed Potato Organisation, Banff and Moray Grain Marketing Group and Oban Livestock Centre. Their representation of different sectors and areas of Scotland further demonstrates the diversity of the SAOS membership and its representation of all parts of our agricultural economy.

A suite of training opportunities was delivered to co-op members and to wider rural agri organisations with a selection of new and returning courses. These included The Art of Being a Successful Chairperson, Understanding Financial Accounts, Consultative Sales and Selling Skills, Coaching for Managers, and Negotiation and Dispute Resolution. A full second cohort of Growing Tomorrow's Leaders delegates successfully



graduated and there is a strong pipeline of candidates developing, with the programme for 2024/25 fully booked.

Our Cultivating Collaboration Network (C2N) has continued to bring together diverse parties to discuss common areas of interest affecting agriculture. Prior year activity on green hydrogen has continued, including working up pilot funding applications. An Earth Observation event was held to bring together the agricultural, financial services, and space data sectors to identify collaborative opportunities. This demonstrated how co-ops are well placed to adopt and pilot new innovations, and how SmartRural has a part to play by enabling space data companies to access vital 'ground truth' data. In addition, a Revalorisation of Agri Waste and Co-Products webinar was held. This showcased ongoing innovation to support farming efficiency, with topics including biorefinery of grass, use of biochar, and creation of food ingredients from parts of crops usually discarded.

A new Co-op Sustainability and Resilience programme was launched as an integral

part of the Net Zero and Environment workstream with the new Scotland Food & Drink Partnership strategy. This has been built on engagement work with members through the Co-ops and Climate Challenge project. This new programme is focused on the holistic importance of co-op business climate change mitigation, adaptation, and resilience, as well as the wider aspects of sustainable and responsible business that benefit climate, community, and biodiversity. Key to this work has been developing a testbed for an environmental data co-op. A pilot co-op has been identified and technical costings of a product database to capture environmental metrics has been instigated. A desktop exercise has also been completed, using Environmental, Social and Governance reporting. This will enable understanding of the appropriateness, value, and ease of certain metrics to assess co-op sustainability, and the suitability of such metrics for wider business use, including banking, customer interaction, member engagement, and business efficiency.

Our Impact

Adding Value

The critical driver for SAOS supply chain development work is to help the agriculture sector add value to primary product.

Over the last year, the scope of this work has increased further with the launch of the new Scotland Food & Drink Partnership strategy 'Sustaining Scotland. Supplying the World'. SAOS is the sponsor and delivery lead for the Supply Chain Security strategic workstream and key delivery partner for the Net Zero and Environment strategic workstream.

A key priority is to build on SAOS's pivotal supply chain mapping work, which has evolved further to include highlighting each sector's activity across economic, social and environment sustainability, as well as any available information on sector emissions and sustainability credentials. The insight from this surveillance work and industry networking enables continual enhancement of the industry's Risk Register. This highlights emerging supply chain risks, as well as charting positive or negative trends in a variety of diverse areas, including regulation, employment, raw material costs, energy costs, infrastructure and logistics.

Further strategic outputs have included the initiation of an import substitution programme and the development and launch of the Business Resilience Audit Programme. Additional support has been provided to research and assess 'Brand Underpinning Factors' for the new 'Naturally Scottish' marketing campaign. This was launched in March, with a focus on communicating and substantiating Scotland's underpinning sustainability assets and credentials. SAOS has been supporting this by benchmarking the industry against the Global Farm Metric and, with support from the FIA Team, a comparative analysis of Scotland's existing QA schemes has been undertaken to demonstrate how relevant sustainability credentials are determined.

SAOS was commissioned by the Scottish Government to facilitate the Small Producers Pilot Fund Steering Group. This was set up to contribute to their



Promoting the SPPF Abattoir Survey we carried out over the summer

Vision for Agriculture, Good Food Nation ambitions, and Local Food Strategy. The group was industry-led with eighteen different stakeholders. The group's aims were to explore creating more localised supply chains, to increase producer value, cut food miles and enhance their contribution to the rural economy. Activity included chairing steering group meetings, desktop research, stakeholder interviews and organising knowledge exchange visits. In addition, an abattoir survey was designed and circulated yielding over 650 responses and associated analysis. This resulted in further pilot work with two rural abattoirs trialling co-ordination of small producer private slaughter services.

SAOS continued to provide significant support to Seafood Scotland for their Scottish Nephrops Programme Board activity. This has included chairing environmental sustainability Sub-Group meetings; research to review international competitors' approaches to sustainability; and the use of sulphites in nephrops storage. Work also continued with development of the proposed Scottish Quality Langoustine scheme including undertaking fishing vessel and processing factory test audits to enable a potential launch later in 2024.

SAOS continued to lead delivery of the Scottish Agri Export Hub. The Hub has successfully secured valuable new trading

opportunities for seed potato, fruit and artisanal cereal growers. A significant amount of time has been spent on assessing new market opportunities, building new networks and understanding trading requirements. In the last year, opportunities have been identified to supply seed potatoes to new markets such as Ghana, Kenya, Mauritius and Ethiopia, and to expand existing trade with Jordan and capitalise on re-entry to the Northern Ireland market. New working relationships have also been developed, with the UK Government Department of Business and Trade, to explore export opportunities with its agri-food trade attaché based in Thailand. They are keen to support the growth of exports into the region with good connections into Thailand, Vietnam, Cambodia, Taiwan, Malaysia, and Philippines and explore potential soft fruit exports such as strawberries, raspberries, blueberries, and cherries. An important element of business development has been attendance at trade events in the last year, including the British Potatoes event, BP23, and Fruit Logistica in Berlin. Inward missions are also an important activity and the Hub worked with Scottish Development International, and a Paris-based Scotland Food & Drink in-market specialist, to host a Scotland visit by French chefs and buyers in June.

Our Impact

Supporting Sustainable Farming

SAOS has continued to play leading roles in collaborative agri-sustainability projects over the last year.

We played a pivotal role within the 'Going with the Grain' project which was tasked with exploring how bulky organic manures (BOMs) could be used to substitute inorganic nitrogen to help reduce the Scotch whisky industry's Scope 3 greenhouse gas emissions. This collaborative project, funded through the Scotland Food & Drink Partnership, involved Scottish Quality Crops, the Scotch Whisky Association, SRUC and NFUS, and workstreams involved research into identification of types, sources and usage of BOMs; stakeholder interviews with maltsters and distillers on perspectives and policies regarding use of BOMs; evaluation of greenhouse gas mitigation potential; and recommendations for good practice and scaling of appropriate BOM use.

SAOS was commissioned by the Green Farm Collective, a group of progressive wheat growers in England, to establish demonstrable criteria and audit protocols to verify members' regenerative farming practices. Development of this work was progressed by FIA colleagues with specialist knowledge of quality schemes. Scheme specifications were developed and piloted and the scheme formally launched in March 2024. The aim of the standard is to cut chemical use, enhance soil health and support production of higher quality food raw materials. Scheme criteria include aspects such as cultivation practices, fertiliser and agrochemical restrictions and crop rotation specifications. Farmers meeting the standard receive a small crop premium and there is also future potential for carbon and biodiversity credits through the scheme.

Two innovative farm co-op environmental projects received phase 2 funding from Scottish Government through the Knowledge Transfer and Innovation Fund (KTIF). 'Decarbonising Malting Barley Production' is a collaborative project



C2N is part of a project exploring different uses for Potato haulms 'waste'

with grain marketing co-ops, East of Scotland Farmers and Highland Grain. The focus is on how the co-ops can take a lead role in helping members reduce their GHG emissions in producing malting barley. The second project, 'Data Driven Decisions in Potatoes – Tackling the Climate Challenge', involved ten growers with the Scottish Potato Co-op to improve the productivity of the potato sector, reducing its GHG emissions and impact on the natural environment through improved decision making.

We worked, with SRUC as partners, for the second year on a four year EU Horizon project. This aims to trial new, innovative crop production systems to reduce the use of inorganic nitrogen and chemicals while producing high value food products. SAOS's work involves showcasing practical application of these techniques.

SAOS contributed to the Scottish Government's Climate Emergency Skills Action Plan by representing co-ops and agriculture in the Land Management sub-group. The purpose of the group was to co-ordinate feedback from the land management and nature-based sectors on how to establish a pipeline of jobs and skills fit to deliver climate and biodiversity-positive land management.

Agricultural sustainability does not just relate to environmental matters but also to economic and social aspects too. SAOS was commissioned by the Scottish Government to undertake two critical 'economic' sustainability feasibility projects relating to land supply and increasing the employment pipeline of young people into the sector. First, SAOS completed a business feasibility project reviewing how the Scottish Land Matching Service could be transitioned from its current pilot programme status into a permanent sustainable service for all of Scottish agriculture. This involved collaborative working with various stakeholders and workstreams covering governance, organisational strategy, future operational delivery, land-matching optimisation and marketing and communications planning. The second project looked at how to embed a long-term, agricultural pre-apprenticeship programme, increase mentor farmers, and scale onto a national footprint. This involved working with training providers and the machinery rings currently delivering the pilot scheme. Various recommendations for both feasibility studies were made for consideration by the Scottish Government.

Our Impact

Data and Technology

ScotEID work in the Huntly office continues to develop and grow. Two key changes have been added to the suite of services we now offer the Scottish Government (SG) and our farming industry. First, there was the transfer to ScotEID of the annual Sheep and Goat inventory from SG's RESAS (Rural and Environmental Science and Analytical Services) Division in December, as well as this becoming an online only inventory. Secondly, there was the launch of the new farm assurance/vet attestation system to help livestock keepers comply with the new EU trading requirement for meat and meat products to come from a holding that is either part of an approved assurance scheme (such as QMS's) or for a vet to visit and complete a declaration that the holding complies with EU animal health regulations. ScotEID designed an online system to allow processors to look up where livestock comes from and determine which of these apply.

There has also been further collaborative work with SG to develop new software systems to support regulatory work with respect to laying hens and kept birds. A new Avian Registration Hub has been developed which will provide a database to support site inspections and risk analysis for commercial laying hen producers. There has also been development of a new Scottish Kept Birds Register which will launch later in 2024. This will handle the registration of all keepers who have at least one kept bird (including backyard flocks, birds of prey and pigeons, but not caged pet birds) significantly improving traceability to support disease management and biosecurity risks such as avian flu.

Development of MyHerdStats has continued, with over 1200 Scottish cattle farmers now engaging with the herd management online tool. New features developed include specific month-end choices to allow flexible 12-month period selection, and creation of action lists to drill down to individual animal level.

An exciting new pilot, funded by SG, was initiated by SAOS to monitor, reduce, and demonstrate good practice relating to antimicrobial usage on farms in Scotland. This 18-month project, working with ScotEID, QMS, FarmVet Systems Ltd, Welsh Lamb and Beef Producers, and six veterinary practices and their clients, aims to develop and launch an easy to use, streamlined solution which capitalises on existing data to drive efficiency.

SmartRural has had a successful year building momentum around autonomous collection of data from digital sensors



SmartRural supported the Milk Suppliers Association on the Digital Dairy Chain project

and improved connectivity solutions. The SG-funded Digital Data Pilot deployment phase was concluded at the end of March, having successfully recruited 42 farms across the Scottish mainland and islands, with 49 gateways installed and integrated into the SmartRural data platform. Focused solutions on connected farms have included pollinator sensors to help monitor biodiversity gain; rumen bolus deployments to help profile cattle wellbeing and production efficiencies; cattle shed environmental monitoring to track any linkages to pneumonia and performance metrics; energy monitoring to support decarbonisation on farm; and nitrogen application forecasting preparations.

SmartRural was successful in supporting dairy co-op, the Milk Suppliers Association, with a successful application to the Digital Dairy Chain Project in SW Scotland. This work involved installation of LoRaWAN networks and digital sensing devices on ten dairy farms to

establish a credible methodology for data gathering and operational data reporting to identify environmental inefficiency arising from high energy consuming equipment such as parlour hot water boilers.

SAOS secured funding from the Aberdeen City Region Deal for a two-year project to create a new model of rural connectivity enablement and digitisation that can be replicated across rural economies in Scotland. This project, delivered by SmartRural, is focused in and around Huntly in Aberdeenshire, working closely with businesses, the community, and local stakeholders. The objective is to build a range of technology-enabled use cases for agriculture, environment, tourism, health, and community safety settings that will accelerate demand for enhanced connectivity in the region, including use/uptake of public and private 5G as well as fibre.

SAOS Board and Council

In addition to our Board, SAOS also has a Council, comprising co-op members from all sectors, and other key industry bodies, which gives us another level of governance, keeping us in tune with member business needs and wider industry issues, helping to shape our future work.

SAOS Council comprises our Board (below) together with:

Michael Bayne
Borders Machinery Ring

Stephen Cameron
Scottish Shellfish Marketing Group

Richard Butterworth
Scotlean Pigs Ltd

Sarah Millar
QMS

Anne Rae Macdonald
HBS Ring Ltd

Andrew Marchant
Tarff Valley Ltd

Penny Montgomery
SAYFC

John Davidson
NFU Scotland

Amanda Brown
Scotland Food & Drink

Peter Chapman
Ringlink

Liz Barron-Majerik
Lantra Scotland

Ruth Taylor
WWF

David Bell
Tayforth Machinery Ring

Vicky Warcup
Farm Stock Scotland

Angela Porchez
Angus Growers

Patrick Hughes
SAOS

Teresa Dougall
Scottish Quality Crops

The success of SAOS, like every co-op, depends on how well its directors carry out their roles and responsibilities and we are delighted that SAOS's Board has a wealth of knowledge and experience supported by skills training and development, as well as an ambitious vision for our future.

SAOS Board Members



Tim Bailey
Chief Executive



John Hutcheson
SAOS Chairman (Grainco
Scotland/SQC)



Rory Christie
SAOS Vice Chair (Milk
Suppliers Association)



Jane Mitchell
ANM Group



Tom Pate
Scottish Agronomy



David Kilshaw
Senior Independent Director



Andy McGowan
Scottish Pig Producers Ltd



Marion MacCormick
Independent Director



Ewan Warnock
Independent Director

SAOS, like all co-ops, is bound by a set of Rules that govern how our co-op is run. Find out more at www.saos.coop

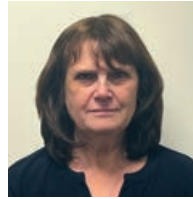
SAOS Staff Team

Our Council feeds into the Board, who then shape our focus and direction of travel, enabling the team, our greatest strength, to get things done.

Once again, the team has grown as our work expands into exciting new areas. Find out more at www.saos.coop/about-us/our-team/



Emma Patterson Taylor
Climate Change & Sustainability Manager



Beth Pringle
FIA Finance Assistant



Leanne Paveling
Finance Admin Manager



Lucy Burborough
Finance Assistant



Anna Delday
Co-op Development & Training Manager



Allison Watson
Project Support Manager



Patrick Hughes
Strategic Services Director



David Caskie
Financial Controller



Robert Logan
Head of Co-op Development



Jim Booth
Co-op Development Director



Douglas Bowden-Smith
Project Development Executive



Alan Stevenson
Head of Supply Chain Development



Tim Bailey
Chief Executive



Helen Glass
Head of Supply Chain Innovation



David Michie
Co-op Development Manager



Fergus Younger
Project Manager



George Noble
General Manager, SmartRural



Steven Sanderson
General Manager, FIA



Scott McDowell
General Manager, ScotEID



Emma Koubayssi
Training Project Manager



Hamish Walls
Project Manager



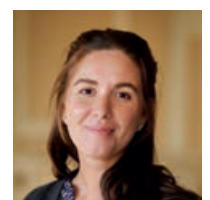
Bob Yuill
SmartRural Director



Jennifer Thompson
Communications and PR Manager



Josie Forth
ScotEID Office Manager



Paty Rojas Bonzi
Project Manager

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Find out more, including our Annual Accounts, at
www.saos.coop