



FY23 ANNUAL REPORT

Partners in Food Solutions at Fifteen





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From our CEO



Sylvia Banda, one of our first clients, and Jeff Dykstra in Zambia

PFS Friends,

As we mark the end of our calendar year, we are also closing our 15th year as an organization. We have experienced a year of significant impact in assisting food companies from across the African continent. This report highlights the strides we have made this past fiscal year and also takes a look back at our work over time.

It has become clearer to us, with each passing year, that there is no one else who can bring the knowledge and expertise that PFS has through our corporate partners to the African food system. We take this responsibility seriously and are grateful for all the people - company leaders, volunteer experts, donors and staff - who make our work and impact possible. Thank you.

I announced this past February that it is time for me to step back as CEO and for PFS to bring in a new leader for this next chapter. I am proud of what we've built together these last 15 years and I am excited to watch even greater things be accomplished through PFS in the years to come. We look forward to announcing a new leader sometime in early 2024.

Thanks for your partnership and support for this work.

Gratefully,

Jeff Dykstra
Co-founder & CEO

The Spark of an Idea

How a tragic historical event eventually led to the creation of PFS



Photo courtesy of the Library of Congress

In the late 19th century, Minneapolis became synonymous with the milling industry, earning the nickname "Mill City." However, a catastrophic event unfolded in the 1800s that left an indelible mark on the city's history, and may have eventually even led to the idea for founding Partners in Food Solutions. The explosion of the Washburn A Mill on May 2, 1878.

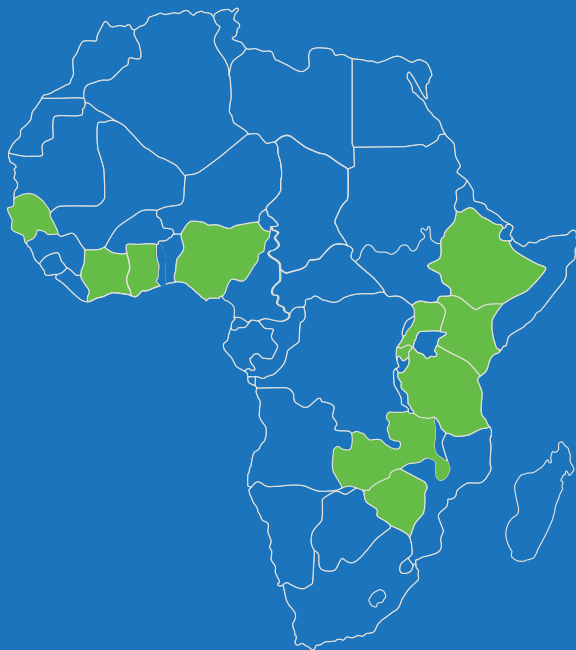
The Washburn A Mill was owned by the Washburn- Crosby company, that would later become General Mills. It was one of the largest flour mills in the world at the time. The explosion, attributed to the ignition of flour dust suspended in the air, resulted in a devastating fire that consumed the mill and neighboring structures. The disaster claimed the lives of 18 workers and shook the foundations of Minneapolis' milling industry.

Following the flour mill explosion, Washburn received new safety technology from Europe that would later lead to a revolution of the industry, bringing increased food safety and improved quality to the forefront. The company believed that safety information should be for everyone's benefit.

One hundred and forty five years later, General Mills' idea to make food and work safer through the transfer of expertise has been a game changer for many of our clients, their employees and the people in their communities that now have safer, more nutritious food to eat. An incredible legacy of a historical event that almost no one could have imagined.



15 Years of Impact



We work in

11
AFRICAN
COUNTRIES

2,145
ENGAGED
VOLUNTEERS

162,888
VOLUNTEER
HOURS

2,334
CLIENTS

total assisted or trained since
inception

PFS client companies
in Africa have

1.7 MILLION
SMALLHOLDER
FARMERS

in their supply chain and
directly employ

40,700
EMPLOYEES

38%

of our client
companies
are owned
and/or managed

BY WOMEN

44.6
BILLION

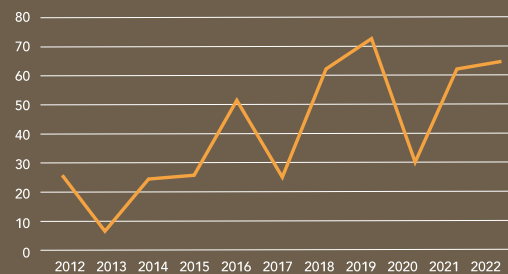
safer, more nutritious
and affordable
meal servings

BUSINESS IMPACTS

Over the years, PFS has expanded how we study the impact of our work on African food companies by looking at our clients' business performance on an annual basis. In FY23, our clients reported an average **20% increase in revenue**, an **11% increase in employees**, and a nearly **50% increase in their farmer supply chain** over the previous year's performance.

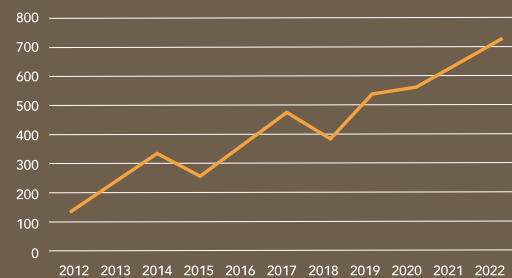
NEW CLIENTS PER YEAR

This graph shows how many clients we've added per year. You can see the dips in 2020 during the pandemic and in 2017 when we ended a TechnoServe program.



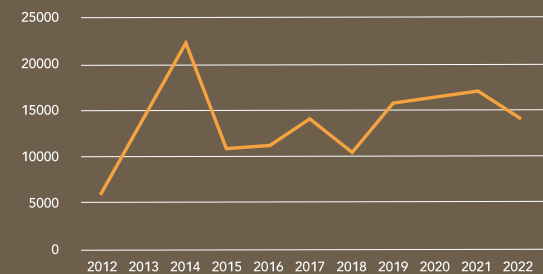
ENGAGED VOLUNTEERS OVER TIME

This graph shows how many volunteers have been actively engaged on a project, not the overall number of experts in our pool in a given year.



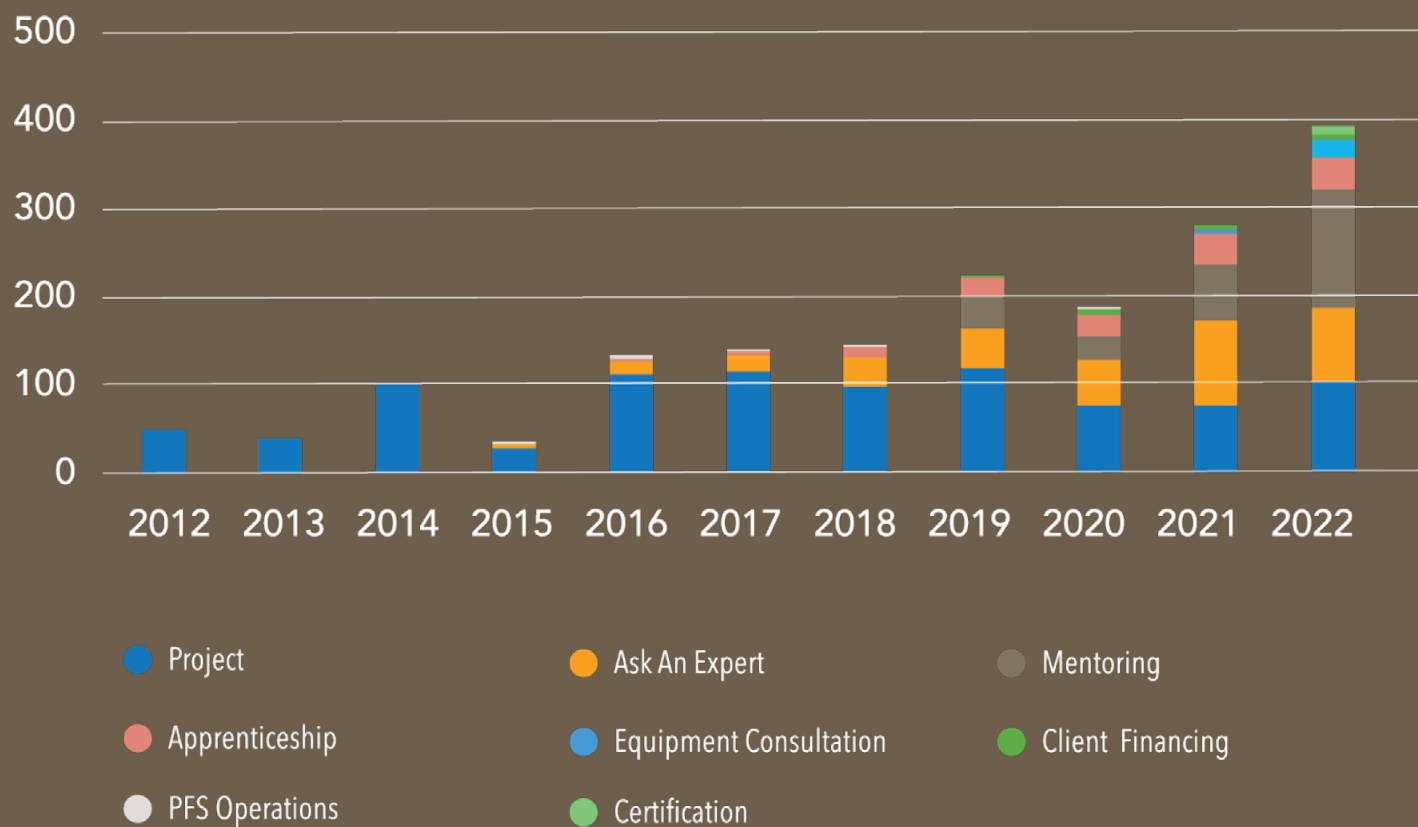
VOLUNTEER HOURS OVER TIME

More volunteers equals more hours helping solve our clients technical and business challenges. Cumulatively, PFS volunteers have contributed more than 165,000 consulting hours. The spike you see in 2013/14 is when PFS operations were almost exclusively run by volunteers.



TYPES OF SERVICES OVER TIME

The majority of client requests leverage corporate partner experts (projects, mentorships, ask an expert) while other services (equipment consultations, apprenticeships, certifications, client financing) complement those offerings to support hands-on implementation efforts. The breadth and depth of our technical expertise among our corporate partners makes PFS unlike any other development actor serving small and medium African enterprises.



Volunteer Leaderboard

Each of our volunteers bring incredible experience and insight to their work with PFS clients. Many of our volunteers share HUNDREDS of consulting hours with our African client companies. Below is fun look at the volunteers who have contributed the most hours, per corporate partner.

ARDENT MILLS:

Kevin Richter
David Ritchie
Alex Nelson

CARGILL:

Shiva Elayedath
Ping Yang
Shiva Elayedath

GENERAL MILLS:

Morgan Patrick
Kara Hobart
Scott Myers

THE J.M. SMUCKER COMPANY:

Brice Malterer
Chris Liebold
Dan Dietz

BÜHLER:

Daniel Garcia
Valerie Brunner
Eugene Dust

DSM-FIRMENICH:

Joell Springer
Sean Skinker
Sheetal Bhadekar

THE HERSHEY COMPANY:

Mary Marette
Jordana Swank
Regina Barcena

CORPORATE PARTNER RETIREES:

John Mendesh
Dave Cummings
Jim Madich





More is More

High Demand for Volunteer Services Means More Impact

Over the past year, PFS has seen a record number of requests for services from our clients. At one point this summer we had over 90 open positions and our volunteer team worked hard to fill those throughout the fall. There were many reasons for this spike, however one thing remains clear - the incredibly valuable expertise of our volunteers is in high demand, and the demand continues to grow.

When PFS was started at General Mills as an internal project 15 years ago, the company honed in on the one thing that only they (and a few others) would be able to do: solve almost any technical or business challenge that a food processing company might encounter.

"Partners in Food Solutions was born out of General Mills' desire to use their knowledge and expertise to make an impact on food security," said PFS Co-founder and CEO Jeff Dykstra. "It came at just the right time. Farmers were starting to grow more. The African population was booming. But in the middle of the food value chain, food companies needed that expertise that General Mills could bring."

Joel Guma, CEO of Pristine foods in Uganda, agrees. His company has utilized a wide variety of PFS volunteer services to help improve the business. "I think all the services they provide are necessary. You're talking about microlab support. You're talking about apprenticeships in the key areas like engineering and quality. Help with ISO certification which is fundamental to be able to access certain markets," he said.

Africa's agriculture has long been the backbone of its economy, supporting livelihoods and contributing significantly to GDP. However, the journey from farm to fork has not always been smooth. Post-harvest losses, inadequate infrastructure, and lack of investment have hindered the sector's potential. However, now the sector is likely at a turning point in creating a more resilient and sustainable food system. PFS clients are working hard to make that a reality.

Safe and nutritious food that is processed in Africa has so many benefits. Thriving food processing companies create a stable market for farmers to sell their crops and preserve all that is harvested. Local processors employ tens of thousands of people, creating jobs that are critical for livelihoods and support the wider community. Malnutrition and nutrient deficiency, which remain unacceptably high in many parts of the continent, can also be addressed. Governments are now mandating fortification of food staples, yet local businesses may lack the expertise to comply. Empowering them with expertise will have a huge, positive impact.

Pristine Foods CEO Joel Guma says international quality and safety certifications are also critical for local companies to expand markets and work with international organizations that feed the most vulnerable.

"We are trying now to get a contract with UNICEF. They never would have come to us if we didn't have ISO (certification), never," said Guma.

For volunteers, the opportunity to help improve food security is a driving motivation. Sarah Downey, a senior research and development engineer at General Mills said, "My main motivation for volunteering with PFS is to use my own experiences and skill sets to serve others. I believe that building food infrastructure is one of the best ways to serve developing communities – from making nutrition more accessible to building a stronger local economy."

As we see it, *more* demand for expertise from *more* volunteers in order to help African food processors succeed is a good problem to have. We are incredibly grateful for each one of our volunteers, our clients, our seven corporate partners, and supporters, and for the opportunity to connect this virtuous circle in an unending cycle of impact.



Give and Take

The Transformative Power of Mentorship

New offering sees spike in demand, and is surprising us with the results

For Pristine Foods, an egg processing company in Uganda, their partnership with PFS has solved many important technical challenges. Since 2019, PFS volunteers have helped Pristine significantly improve product shelf life, gain ISO 22000 certification, and more. At the same time, CEO Joel Guma says, a less technical PFS service is also having an incredibly deep impact on the company - professional mentoring by PFS volunteers.

"I think [mentorship] is going to be one of the most transformational programs we've had with PFS because we are touching the heart of the business, which is leadership," he said.

Today, ten members of their staff, including most of their leadership team, have connected with a mentor through PFS.

"I can see in meetings that people are more organized, they're more focused, we've started having KPI meetings every week now, there is more direction," he added.

The PFS mentorship program came as an outgrowth of our apprenticeship program. We began by offering mentors to new PFS apprentices - recent college graduates that are embedded with our clients for one year. PFS shares the cost of the apprentice's salary with clients. Their presence expands the capacity of clients to implement volunteer advice, and also helps train the next generation of food industry professionals who are fresh out of school. The positive feedback that apprentices gave on this mentoring component was almost instantaneous.

Joy Sumba, a former apprentice and current quality officer at Caritas Dairy in Kenya, was mentored for a year by Rebecca Jutkus, a senior product development manager at The Hershey Company. Joy said she not only received technical information, but also valuable advice on soft skills and communication.

"The PFS mentorship allowed me to learn communication, like how are you supposed to communicate with your superior, how are you supposed to work with your teammates in a workplace. That was really important to me," she said.

Mentorship serves as a powerful catalyst for personal and career development, offering a unique blend of guidance, support, and

knowledge transfer. As individuals navigate the complexities of their chosen fields, having a seasoned mentor can make a profound difference, accelerating their growth. A study cited in Forbes showed that those who are mentored are promoted five times more often than those who are not.

And mentorship is not just for those starting out in their careers. PFS provides mentorship at every level, including CEOs, who can benefit from leader-to-leader mentoring relationships. To date, PFS has placed 397 mentors, covering all the markets where we operate.

For those acting as mentors, there is also a lot to gain. Dana McNabb, group president, North America Retail at General Mills, participated in a leader-to-leader mentorship with Vaezi Chima, the managing director of Mushili Foods in Zambia.

“It became clear right from our first call that we were going to mentor each other...we just clicked,” Dana said. “The ability to bounce ideas off of one another and learn from one another...was game changing.”

“We have seen a sharp growth in the request for mentorships from our clients, asking to start a personal relationship with an expert from a corporate partner who can coach them as they grow professionally. That tells us that they find a lot of value in these relationships, for themselves, their employees, and their businesses,” said Magdalene Mbaga, director of impact and service innovation for PFS.

It's clear that the transformative power of mentorship lies in its ability to guide, inspire, and empower individuals to reach their full potential. As mentors share their knowledge, provide guidance, and offer unwavering support, mentees not only acquire the skills and insights needed for success but also gain a trusted ally on their professional journey. In fostering a culture of continuous learning and collaboration, professional mentorship has emerged as a cornerstone for individual and collective growth for Partners in Food Solutions, our clients and our volunteers.



Photo: All of the members of the Pristine Foods leadership team with their hands raised have mentors from PFS.

“I think [mentorship] is going to be one of the most transformational programs we’ve had with PFS because we are touching the heart of the business, which is leadership.”

Joel Guma
CEO, Pristine Foods



FY23 Metrics

FY23 DASHBOARD OF TARGETS

ACTUAL

195 HIGH-POTENTIAL CLIENTS

TARGET 195



759 ENGAGED VOLUNTEERS

TARGET 700



98% HIGH-POTENTIAL CLIENT SATISFACTION

TARGET 80%

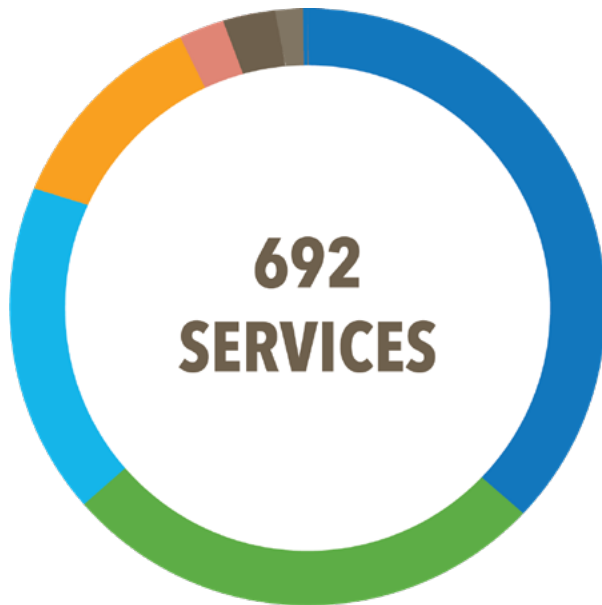


90% VOLUNTEER SATISFACTION

TARGET 80%



SERVICES AND VOLUNTEERS FOR FY23



CLIENT SERVICES

37%	MENTORSHIPS
29%	PROJECT
18%	ASK AN EXPERT
9%	APPRENTICESHIP
3%	CLIENT FINANCING
3%	EQUIPMENT CONSULTATION
1%	CERTIFICATION
0%	PFS OPERATIONS



VOLUNTEER EXPERTISE

39%	QUALITY & REGULATORY
27%	PROCESS DEVELOPMENT
12%	PRODUCT DEVELOPMENT
9%	AGRICULTURE SCIENCE & POST HARVEST
8%	SOURCING & LOGISTICS
6%	OTHER



Board of Directors

Kojo Amoo-Gottfried

Managing Director,
Cocoa & Chocolate
North America, Cargill

Ken Powell

Board Chair.
Former Chairman &
Chief Executive Officer, General Mills

Will Bonifant

Vice President, Supply Chain,
Confectionary & Salty Snacks,
The Hershey Company

Purbita Ray

Vice President,
Innovation, Technology &
Quality Growth, General Mills

Kofi Bruce

Chief Financial Officer,
General Mills

Andy Sharpe

President & CEO,
Bühler North America

Dan Dye

Chief Executive Officer,
Ardent Mills

Chris Todaro

Vice President, Coffee Operations
& Operations Excellence,
The J.M. Smucker Co.

Dana McNabb

Chief Strategy &
Growth Officer, General Mills

Hugh C. Welsh

President,
dsm-firminish North America

Monica Musonda

Founder & Chief Executive
Officer, Java Foods

Bruce Wilkinson

Board Vice Chair. Former CEO,
Catholic Medical Mission Board

2023 PFS Volunteers

Julie Abbott	Christelle Avart	Trent Blain	Chloe Calvert	Linda Curley	Chris Dumont	Erica Fritse	Jonathan Griebel	Tiffany Highben
Abdel	Elisabeth Azem	Bridgette Blazoff	Min Cao	Mark Daily	Oanh Duong	Craig Froehling	Tara Griffiths	Robert Highberg
Abdelrahman	Christina B	Gina Bloise	Nick Caporaso	David Dalton	Souzanne Dupont	Susan Frye	Sean Griswold	Elizabeth Hilts
Priscilla Abou Karam	Ebenezer Baah Konadu	Britt Blokker	Claudio Caringi	Regis Damiba	Ignacio Duran	Betty Fu	Mandy Groff	Eric Hissam
Amy Abouelenein	Leena Babrekar	Ali Bodensteiner	Michael Carlson	Eszter Dara	Patrick Duret	Chenchen Fu	Nathan Gruman	Jackson Hitchon
Keziah Hillary Ackora-Prah	Rita Baeza	Jeff Boedigheimer	Kenzie Caron	Sylvain Darnil	Soraya Duriez	Emilio Fuentes Rios	Leonardo Guarini	Kara Hobart
Nelly Acosta Martinez	Mukasa Bagonluri	Frans Boer	Catherine Carville	Shebha Das	Eugene Dust	Tomomi Fujimaru	Lucrezia Guarneri	Marina Hoerner
Melissa Acri	Justin Bakke	Emil Bogdanov	Amanda Casarotto	Melissa Dashiell	Shelagh Dwyer	Russell Fujisawa	Daniel Guerrero	Diane Hoffman
Christiana Adarkwa-Addae	Steve Bakken	Mircea Boistean	Cristina Castañeda Carra	Allison Davenport	Eric Dy	Jerry Fultz	Ana Lucia Guevara	Livia Höhener
Nishita Aggarwal	Claude Balestra	Will Bonifant	Perry Cerminara	Caroline Davidson	Nat-Edem Dzamefe	Martina Gaessler	Eric Gugger	Rob Hoitink
Joice Aline Aguiar Cruz Zanatta	Sharon Balhorn	Vera Boor	Ikram Chahlaoui	Ashley Davis	Katie Eaches	Monika Gajewska	Claire Guibert	Olin Hoover
Rodrigo Aguilar	Gary Bamford	James Borek	Praveen Chand Vangapandu	Kate Davis	Stephanie Edwards	Ken Gallaher	Ece Gulkirpik	Alicia Hopper
Nadia Ahmad	Amit Banerjee	Adam Borysiak	Farouk Bouda	Fernanda Davoli	Sandy Efaw	Alan Galloway	Sristy Gupta	Angela Horstman
Funso Ajigbo	Kathy Bantivoglio	Farouk Bouda	Elise Chao	Antonio Allen de Aroso	Biondo Egidio	Fabian Garcia	Mumine Guruk	Emily Hou
Georgios Akepsimaidis	Maria Eugenia Barcos	Xavier Bour	Amanda Chappell	Antonio Allen de Aroso	Ofomata Ejike	Janet Garduno	Ben Gustin	Steve House
Morenike Akinkoye	Nicole Barraud	Angela Bowman	Elodie Charlet	Daniel De la Torre	Elizabeth Ekstrand	Karen Garrity	Salia Gutierrez	Shawn Houser-Fedor
Abdelkrim Alahiane	Estoppey	Shirley Boyd	Yi Chen	Sandro De Quadros	Shiva Elayedath	Randy Garvert	Hadas Habte	Lendita Hoxha
Ana Alava	Justin Barrett	Bill Boyden	YuTing Cheng	Aldo De Tuoni	Rishan Elmneh	Terry Garvert	Melanie Haines	Amy Huang
Dave Allen	Rose Barry	Kristin Boyko	Kathya Chiluiza	Fraga	Heidi Emanuel	Ebenezer Gbenga Olajobi	William Hajek	Shan Huang
Kyle Allington	Chase Barton	Barry Brakenhoff	Josh Chou	Tiffany Dean	Andrea English	Tilahun Gelaw	Randa Hak	James Hudson
Aranzazu Alzueta	John Barton	Marcos Brandao Teixeira	Chris Christie	Patrick Dechant	Andy Engstrom	Kirk Gemmell	Jean-Francois Halbardier	Simone Huisman
Kylee Amdor	Erika Bastidas	Haley Brandsgard	Adam Chumita	Stephane DeLarue	Jeff Enz	Ana Carolina Genaro	Debora Haman	Jan Innvaer
Illeme Amegatcher	Tejasvi Batchu	Paul Branson	Andrea Cisneros	Aiesha Dempster	Max Essoh Latte	Kim Gessner	William "Tom" Hammann	Yahya Ismail
Kojo Amoo-Gottfried	Marian Bati	Neil Brennan	Sam Claes	Kamy Devaguptapu	Folco Facchini	Guillaume Giraudo	Barbara Hansen	Ryan Jackson
Vivienne Angeli	Florence Baylou	Lauren Brewer	Andrea Clark	Anil Dharmadhikari	Guillermo Faggioli	Diana Gloss	Laura Hansen	Camri Jacobson
Michael Ansong	Anne-C Bayne	Dominique Brohon	David Clark	Dafne Di Sciorio	Kholid Fahad	Susana Godoy Bailey	Molly Haragan	Judit Jakab
Nana Antwi Owusu-Ansah	Mark Beakhouse	Caroline Broler	Steve Clawson	Valerie Diehl	Natalia Faiden	Mawusi Kofi Goh,	Job Harink	Pam Jaramillo
Yeesin Arafat Bhuiyan	Mike Becker	Amanda Broseus	Chris Collin	Mike Dietsch	Fouzia Fatima	Scott Goldman	Sarika Haris	Mark Jarrard
Karen Aranha	LaRon Beemer	Angie Brown	Amanda Comeau	Dan Dietz	Abdel, Fawaz Bagoudou	Carlos Gonzalez-Ducke	Ralph Hauselmann	Carol Jeffrey-Smith
Laura Arendacs	Irene A.O. Bekoe	Sarah Brown	Benoit Commeny	Nicola Dixon	Bob Fedor	Greg Good	Christel Hawi	Kyle Jensen
Mark Arlinghaus	Oscar Beltran	Tim Brown	Rick Conner	Nick Dolciato	Jessica Feldmann	Ann-Marie Gorden	Jerry Heaps	Joan Ji
Salli Arul Shalom Aruliah	Luke Beltrandi	Eric Bruckschen	Alina Constantin	Alban Domont	Ricardo Fernandez	Dan Gordon	Esther Heckmann	Federica Joele
Franz Arvold	Bart Bender	Valerie Brunner	Paul Cordes	Christine Donegan	Carrie Fisher	Michael Gothe	Anthony Hehir	Christine Johnson
Sylvester Asiamah	Hailey Bennett	Eric Bryan	Sophie Cornu	Christie Dosch	Heidi Fisher	Nicolas Götz	Garry Hellmich	Janice Johnson,
Elliot Augst	Steve Berger	Marie Bryant	Laís Costa	Glenn Dria	Darvin Fittery	Brinda Govindarajan	Juan Pablo Hernandez	Joshua Jones
	Brett Berry	Leandro Buchmann	Janaina Couto	Julien Dubois	Birgit Fleischhauer	Jeremy Hess	Nicklaus Jones	Nicolien Joosen
	Aurelien Bertil	Alexa Bur	Francesca Coventry	Barbora Dubovcova	Sabine Fortmann	Steve Hess	Katy Jordan	Chantal Jorissen
	Kara Betts	Lucy Buteyo	Jenna Crepage	Dave Duffy	Megan Fox	Julie Hickey	Miroslav Jovanovic	Elena Joy
	Seth Bisbee	Catherine Butt	Ana Cruz	Dave Duffy	Orlando Fragoso	Jesse Higgins		
	Todd Black	Kenny Byers	Greg Cummings	Richard Duffy	David Fraser	Mike Higgins		
	Katrina Blackwell	Jacinta Byrnes	Marco Curaba	Heather Dumas	Marco Frick			
				Amanda DuMerer				

Kent Juliot	Sarah Lackey	Aashish Mane	Lindsey Morgan	Melodie Orsor	Aziz Rehman	Fabienne Senave	Jesper Thomsen	Fei Wang
Syed Junaid Hassan	Guilherme Augusto	Kevin Manyara	Sarah Mothershead	Iluobe Osazemhen	Tim Reppe	Rafael Serra Gomez	James Thorson	Wenyi Wang
Michael Jung	Laidens Feistauer	Louise Marcussen	Kathy Moysis	Heinrich Osterath	Jeff Resch	Esli Severijn	Meghan Thue	Zhen Wang
Rebecca Jutkus	Varsha Lalla	Savannah Marrello	Shany Mueller	Katherine Ostler	Dave Reynolds	Mark Sewald	Tinu Titus	Alicia Wardell
Johanna Kallfelz	Claire Lang	Laura Marshak	Shkelzen Muji	Rebecca Ott	Jocelyn Richards	Cody Shaffer	Allie Tobin	Peter Wathigo
Susan Kamper	Lange, Brian	Mike Marshak	Mary Muldowney	Brian Paltjon	Jonathan Richardson	Geeta Shetty	Chris Todaro	Julie Wavinak
Bilyana Kandova	Langlie, Jason	Lane Marte	Taylor Mulfinger	Shintaro Pang	Michael Richardson	Shawn Shi	Murat Tolga Ercan	Natasha Weatherby
Lydia Karavasili	Larkin, Grant	Scott Martin	Stephanie Mullins	Jigar Parikh	Christopher Richter	Kimberly Shimko	Rosandrea (Rose) Tooley	Alyson Weber
Tom Katen	Larrea, Nati	Violeta Martinez Suarez	Katrina Munday	Andrew Parlour	Kevin Richter	Jack Showell	Joe Touchet	Janine Wegmann
Amy Katschman	Jennifer Laurienzo	Dominika Maskova	Olivia Murch	Carolina Parra	David Ritchie	Pooja Shrestha	Christine Truppe	Patrick Welch
Diana Kavolis	Anne-Sophie Le Corre	Natalie Masters	Daniel Murphy	Kassie Parsons	Manuel Rivero Ranero	Shrestha	Spyros Tryfonas Tryfonas	Jessica Wellford
Mark Kelly	Meredith Leake	Timothy Matas	Jasmine Murphy	Stéphane Pasteau	Jeff Siemon	Lya Siegenthaler	Stuart Turnbull	Timothy Wells
Laurie Kerschner	Matt Lebo	Anne-Lise Mathieu	Austin Murray	Rue Patel	Cindy Robens	Jeff Siemon	Karin Ural	Kylie White
Moses Khamis	Karl Ledergerber	Joann Maxwell	Abbey Myers	Brian Patterson	Craig Robertson	Isabela Silvestre	Maria Urquiza	Sam Whitney
Melanie Khechadourian	William Lee	Perry May	Scott Myers	Benoit Pelletier	Steve Robie	Miriam Sivanies	Sean Skinker	Christian Wienecke
Swayam Kher	Kenny Lefebure	Cynthia McCarthy	Keshav Nair	Sabrina Pena	Kyle Robson	Sean Skinker	Erika Smith	Andrew Wilcox
CJ Kidd	Kara LeFebvre	Andria McCloud	Hayana Nakashima	Isaac Perez	David Rodriguez	Erika Smith	Max Smith	Ashley Williams
Madison Kidd	Jon LeFevre	Scott McDonald	Dawn Nash	Timothy Peters	Neal Rogers	Max Smith	Paul Smith	Brian Williams
Peter Killilea	Neil Leininger	Zach McGovern	Erika Neely	Tony Petersen	Tamara Rogers	Paul Smith	Kelly Sosa	Matthew Williams
Joy Kim	Vladimir Lelyukh	Kelly McManus	Nelson, Alex	Emily Petterson	Michael Rohrbach	Kelly Sosa	Colleen Soukup	Craig Wilson
Suzanne Kingsberry	Ana Lemos	Erin McRobb	Andrew Nelson	Mark Phelps	Mike Roozenburg	Colleen Soukup	John Spain	Dan Winderl
Vince Kintzle	Hugo Lemos	Aaron Medina	Ashley Nelson	Bryan Pickett	Sara Rosene	John Spain	Halle Sparks	Sylvia Woloszyn
Patrick Kirigia	Damian Lesniewski	Michelle Medrano	Kwok-Yu Ng	Holly Pixler	Scott Roush	Halle Sparks	Katherine Spencer	Sharon Wong
Jayd Kittelson	Dayna Lewallen	Indra Mehrotra	Emmy Nitert van Schijndel	Camila Podominick	Matt Rowe	Katherine Spencer	Joell Springer	Scott Woodward
Samantha Klein-Vidal	Chris Lewis	Jacqueline Melo	Michael Nolt	Amudhan Ponrajana	Marie Roy	Joell Springer	Madalina Stan	Wendeline Wouters
Vit Klofat	Amy Li	John Mendesh	Johan Noordover	Rakesh Popli	Amanda Ruess	van der Stoep, Nick	Xin Stannard (Liu)	James Wright
Annie Kneidler	Chris Liebold	Lisa-Marie Mengel	Christine Nowakowski	Fabiola Porta	Andres Felipe Ruiz	Van Lengerich, Bernhard	Gregg Stedronsky	Ksenia Yakubovskaya
Daniel Knoll	Sarah Lieder	Kelli Mentzer	Arturo Noyola	Saah Porter	Alexis Russell	Niels van Mossevelde	Eva Stehle	Ping Yang
Joseph Kochan	Angela Lillo	Brianna Menning	Erasmus Nuzzi	Staci Potter	Emily Ryan	Joost van t Hoff	Scott Stella	Benjamin Yeboah
Jason Koep	Harvey Liu	Julia Merkel	Victor Nwachukwu	Amber Pryde	Carly Sachs	Farah Varisco	Paulien Steltenpool	Manispuritha Yerramilli
Patrick Koglin	Susie Liu	Serpil Metin	Heather Oakes	Jason Puett	Eslam Said Zayed Zayed	Moises Vazquez Ramirez	Jack Stevens	Andrea Young
Evan Kolstoe	Yenny Lizarazo	Melody Meyer	Kathy Oberstar	Brian Pulvermacher	Sarah Sanderson	Maria Vecchio, Bianca	Kelly Stevens	Bryan Young
Victor Hugo König Ramthun	Tatiani Lobo	W.D. Shanika	Berryl Ochieng	Roberto Quintana	Eira Sandoval	Mark Vermeij	Erica Story	Christopher Young
Nikolina Kordic	Kevin Long	Mihirani	Samuel Odame-Agyemkum	Frank Rafter	Melissa Saulnier	Claudio Vicentini	Fraser Strachan	Yolanda Yu
Karsten Kotte	Stephanie Long	Breanna Miller	Alexander Odu	Roy Rahal	Christabelle Savaresse	Mike Viland	Weronika Strzyzowska	Libby Yule
Gabby Kouneva	Ariana Lopez	Donna Miller	Ore Odunsi	Deshanie Rai	Spencer Schaber	Clément Zemerli	Yanlin Su	Malgorzata Zenkiewicz,
Garrett Kozar	Tristan Lucazeau	Kevin Miller	Brittany Ogg	Cristhian Ramirez	Eduardo Schelbauer	Kurt Villwock	Tomasz Sudol	Katie Zhang
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