Appendix 4. Factors motivating members to participate in ESMC, with interview quotes (n = 10; C = consortium member).

Motivating Factor (Mention Frequency)	Description & Relevant Interview Excerpts
Influencing producers (9)	*These responses spoke to the challenge of influencing agricultural producers to change practices and emphasized that financing through PES markets is needed to scale sustainable practices. Some interviewees spoke of their interest in augmenting producers' earnings as the main motivator for participating in ESMC.* "It seems to be that if you want to get adoption of these things and you want farmers that join, they may do it because they are concerned about the environment, the long term health, passing the farm on to the next generation thing – all are very important. But if we can financially incentivize the adoption of some of these things, I think we're going to have a bigger impact on long term benefits than if it remains an externality that is never monetized." (C6) "I can see how the economic compensation piece must play a huge role in changing hearts and minds of farmers." (C3) "You've got corporations that have got a great form of offset that's tangible and I think it draws really good behavior." (C17)
Corporate commitments (9)	*These responses spoke to the utility of ESMC in helping members to meet their corporate commitments (e.g., ESG commitments, sustainable sourcing, shareholder activism, shifting away from Corporate Social Responsibility to new approaches).* "A large agricultural company makes a public claim around reducing its greenhouse gas emissions and then uses the ESMC to streamline and facilitate management of its own supply chain to meet its emissions reductions targets. That's what ESMC refers to as insetting." (C13) "Carbon neutrality commitments by 2050. Science Based Target initiative commitments: 30% greenhouse gas reduction by 2030. Of those commitments, we look at our entire supply chain going down to the farm, called the Scope 3 commitments of greenhouse gas emissions. So, pretty hefty commitments...We're not looking to offset, we're looking to inset. We're trying to achieve our goals by getting reductions out of what's in our scope of work, our supply chain." (C9)
Collaboration (9)	*These responses had to do with the utility of the consortium approach in providing a single, consistent effort that would bolster public confidence, particularly because of the alignment across the*

	agricultural industry on methodologies and reporting.
	"I think making sure that the Science Based Target Initiative accepts inset credits is important ... Getting groups like the World Resources Institute and GHG Protocol on board, making sure that they all recognize these reductions is as legitimate will be an important challenge...getting industry-wide movement is really, really important for us." (C12)
	"Why did we join this group? Well, we see it as probably one of the most collaborative groups out there... members come from corporations or universities, federal governments, state governments, nonprofits, and so we are nationally trying to be collaborative and not exclusive." (C8)
	"I think like there is an absence of a regulatory body around this... I don't think that ESMC should be that regulatory body, but I do think everybody who's interested in this has a shared interest in working together to develop as good a protocol as possible." (C7)
	"A lot of what we do is trying to engage with the rest of the food and ag industry and try to make sure that we're bringing them along with us on this stuff." (C3)
Business strategy (8)	*These responses spoke to the role of ESMC in helping companies to be competitive, either by building long-term supply chain resilience or as part of companies' publicity strategy.*
	"I think there's this need to be collaborative and to build up these really important environmental efforts in a way that engages across the supply and involves multiple stakeholders. And that is huge reputationally for all the companies that are involved… [Company name] sees this as a differentiator and a competitive edge..." (C10)
	"We think it's important for the public and for our members to know about .... we're proud of this, of the efforts that we joined." (C6)
	"Consumers and consumers are caring more than ever about you know, making sure that their food is grown in a way that's good for the planet and good for people." (C3)
	"It is an important part of the story and we do want to be able to tell the important messages that we're working with North American farmers and ranchers to care for the environment and ensure our products are sustainably sourced." (C12)
Establishing scientific protocols (10)	*These responses spoke to the member wanting to contribute to creating the quantification, verification and reporting process. Responses included the need to merge this effort with other protocols (e.g. the*

Science Based Targets Initiative and Greenhouse Gas Protocol).

"We want to try and help influence and having input into the research and the monetization and natural capital in the U S." (C17)

"Like in any successful ecosystem service marketplace, you need a really solid and scientifically based way to measure the carbon or whatever ecosystem service you're providing." (C7)

"The quantification and monitoring is probably the most important." (C12)

"I actually have confidence that the private market will evolve faster than any government driven protocol." (C17)

"You need to tailor these sorts of models and calibrate them for each type of production system in each region, the soil type, there's a lot of uncertainty when you move to a different type of system. So yeah, I think there's a lot of model calibration to do, but also just understanding what the potential is for carbon sequestration." (C3)