



# Company Landscape Engagement for Cocoa Sustainability Progress and the Path Forward



This paper is part of a global study on private sector engagement at landscape and jurisdictional scale and is conducted by the Tropical Forest Alliance (TFA) in collaboration with Proforest, CDP and others. The study aims to advance understanding of landscape and jurisdictional approaches as a key corporate strategy towards nature-positive businesses and to map the way forward to mobilize more private sector action and multi-stakeholder collaboration at scale.

Through interviews and desktop research, the study explores why and how manufacturers, retailers and traders have used landscape and jurisdictional approaches to address deforestation driven by palm oil, soy, beef, pulp and paper, and cocoa. It also delves into other possible uses of these approaches, including to meet corporate climate, nature and people goals, and explains how companies can leverage and build on their efforts to collaborate with others to accelerate progress. The papers will be made available on the [Jurisdictional Approaches Resource Hub](#).

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**Researchers and authors:** Tharic Pires Dias Galuchi, Leony Aurora and Norma Mercedes Pedroza Arceo

**Copy editor:** Katherine Demopoulos

**Design and layout:** Chantelle de Lange of Adhesive Designs

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# ABBREVIATIONS

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## **CFI**

Cocoa & Forests Initiative

## **CGF FPCOA**

Consumer Goods Forum Forest Positive Coalition of Action

## **COCOBOD**

Ghana Cocoa Board

## **CSO**

Civil society organizations

## **ESG**

Environment, social and governance

## **EU**

European Union

## **GCFRP**

Ghana Cocoa Forest REDD+ Program

## **GHG**

Greenhouse gases

## **LEAF**

Lowering Emissions by Accelerating Forest finance

## **REDD+**

Reducing Emissions from Deforestation and forest Degradation, plus the sustainable management of forests, and the conservation and enhancement of forest carbon stocks

## **SBTI**

Science Based Targets initiative

## **TFA**

Tropical Forest Alliance

## **WCF**

World Cocoa Foundation

# EXECUTIVE SUMMARY

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The production of cocoa, a globally traded commodity, is dominated by five countries – Côte D'Ivoire, Ghana, Ecuador, Cameroon and Nigeria – which together account for more than 75% of the world's output. Produced mainly by smallholders, cocoa is a major source of livelihood for about 40 million people.

The commodity has also been a key driver of deforestation and was responsible for the loss of an estimated 2.3 million ha of tropical forests between 2001 and 2015. Cocoa is also associated with poverty, child labour, unsafe working conditions and insecure land tenure. These systemic environmental and social challenges are driving companies to engage on the ground, both traditionally within their supply chains and increasingly in the past five years in collaboration with other stakeholders in the landscapes that produce cocoa.

Landscape approaches involve the long-term collaboration of stakeholders within a defined natural or social geography, such as a watershed, biome, jurisdiction or company sourcing area to define and achieve shared social, economic and environmental goals. Sharing responsibilities between companies, producers, civil society, local governments, and local communities on the ground means each can contribute according to their mandates and capacity. Outcomes are expected to be sustained in the long term as goals are determined together.

This study is an effort to understand how downstream and midstream companies, which are further away from the production areas, have engaged at landscape and jurisdictional scales. It aims to map the way forward on how to mobilize more landscape-scale action from traders, manufacturers and retailers. This brief on cocoa is the first in a series of papers to be published, including on company landscape engagement to achieve sustainability in palm oil, soy, beef, and pulp and paper production areas. The study identified 20 cocoa landscape initiatives in 10 countries in Africa, Latin America and Southeast Asia and at least 29 companies supporting these initiatives. Deforestation for expansion of

agriculture is the most prominent systemic issue that companies are addressing. Companies engage at this scale to meet their own sustainability commitments, improve sourcing sustainability, build collaboration with other actors and leverage funding from other sources.

Key factors determining company engagement in cocoa landscape initiatives include the presence of local operations, a neutral facilitator and supportive and relevant government programmes. Top interventions supported by companies include long-term forest protection and restoration in the landscapes, improving livelihoods and co-designing shared goals, strategies and action plans.

Two sets of recommendations are proposed based on findings from this study. The first set, targeted for downstream and midstream cocoa companies, includes:

- **Increase investments in cocoa landscape initiatives and collaborations with the public sector;**
- **Ensure corporate sustainability programmes contribute to shared goals in cocoa landscapes;**
- **Involve other global companies; and**
- **Collaborate cross commodity and within the cocoa sector.**

The second set of recommendations is targeted at various stakeholders interested in mobilizing more private sector action for sustainable land use at scale in commodity production areas.

These recommendations include clarifying how companies can make claims, providing tools to monitor and report progress and enabling corporate engagement at landscape scale to contribute to their climate, nature and people goals.

The recommendations specific to cocoa include for stakeholders to explore opportunities to further link cocoa landscape initiatives with national programmes and to develop landscape initiatives in other key producing countries.

# 1. COCOA PRODUCTION AND SUSTAINABILITY

## 1.1 COCOA PRODUCTION AND TRADE

Cocoa was aptly named in 1753 as *Theobroma cacao*, with 'theobroma' meaning 'food of the gods' and 'cacao' being the Spanish version of 'kakaw', the name Mayan society gave to the tree (Dillinger et al. 2000).

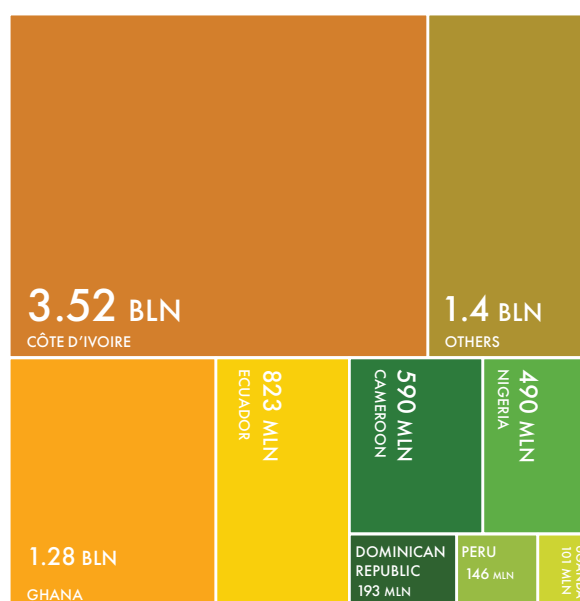
The cocoa tree, which can reach 8 metres, is native to the Amazon region, but it is now primarily grown in West Africa, where a suitable environment allowed production to take off. The cocoa beans are harvested from inside a fleshy fruit and undergo a series of processes including fermenting and roasting before being turned into chocolate as we know it.

Côte D'Ivoire, Ghana, Ecuador, Cameroon and Nigeria are now the largest producers of cocoa, together accounting for more than 75% of the global output in the 2019/2020 cocoa season (ICCO 2022).<sup>1</sup> The same five producer countries are also the largest exporters of cocoa beans, while Indonesia and Brazil, which produce 4.3% and 4.2% of global cocoa respectively, consume most of their own production and also import (OEC 2022).

Seven European countries – the Netherlands, Germany, France, Belgium, Italy, Spain and Austria – import more than 42% of the total trade value of cocoa (OEC 2022), while Asian countries import 29% and North America 16%. By country, the main importers of cocoa beans by value are the Netherlands (20.8%), the United States (11.6%), Malaysia (10.8%), Germany (8%), Indonesia (6.5%) and Singapore (4.6%).

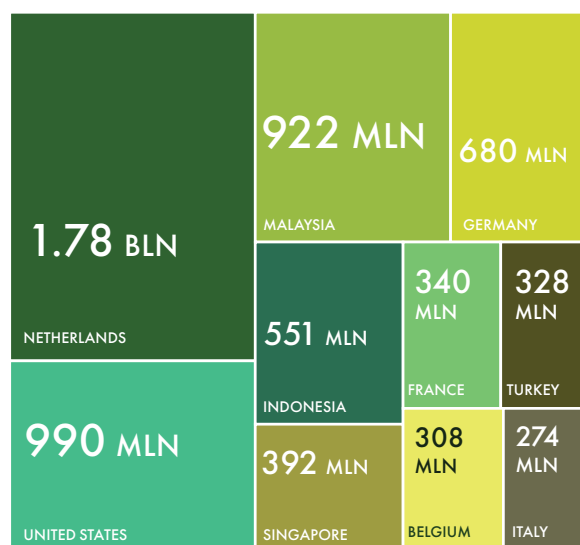
Cocoa is predominantly produced by smallholders. It is estimated that more than 40 million people rely on cocoa as an important source of livelihood, and each manages less than 5 hectares (ha) (IISD 2019). In West Africa, about 70% of cocoa is produced by smallholders who rely on the crop for 60% to 90% of their income (CSIS 2012).

**FIGURE 1**  
**TOP COCOA BEAN EXPORTERS**  
**BY TRADE VALUE (\$, 2020)**



Source: OEC 2022

**FIGURE 2**  
**TOP COCOA BEAN IMPORTERS**  
**BY TRADE VALUE (\$, 2020)**



Source: OEC 2022

<sup>1</sup> The cocoa year begins in July and ends in June the following year.

Cocoa has, however, been identified as a key driver of deforestation and is responsible for the loss of an estimated 2.3 million ha of tropical forest between 2001 and 2015 (TFA 2021). Other challenges associated with cocoa production include poverty,

child labour, unsafe working conditions and insecure land tenure (Cocoa Barometer 2020). These environmental and social challenges have tainted the sector's reputation and are driving forward efforts on the ground by companies.

## 1.2 SUPPLY CHAIN ACTIONS TO IMPROVE COCOA SUSTAINABILITY

The cocoa sector has embarked on multiple efforts to address social and environmental challenges in production areas and to improve cocoa sustainability. There are five strategies that are most commonly-adopted by companies to improve sustainability in their supply chains.

### CERTIFICATION

The Rainforest Alliance (merged with UTZ), Fairtrade and organic certification schemes are the major sustainability standards used by companies. In 2018, these three schemes combined had certified at least 3.2 million ha of cocoa area, 27% of the global total, making cocoa the second-largest certified commodity by area, after cotton (ITC 2020).

### CORPORATE SUSTAINABILITY PROGRAMMES

Since 2012, many cocoa buyers, such as Barry Callebaut, Mars, Mondelez, Nestlé (see Annex 2), have developed programmes to improve the sustainability of their supply chains to meet their voluntary environmental and social commitments (IDDRI 2019). Many of these programmes are implemented by the companies themselves and, in some cases, in partnerships with non-profit organizations, such as Conservation International, Earthworm Foundation, Helvetas, Proforest, Rainforest Alliance and Solidaridad. These programmes



have supported cocoa farmers to adopt sustainability practices and also help to build corporate capacity to better understand cocoa issues and local contexts (see [Annex 2](#) for selected corporate sustainability programmes).

“ **THESE CORPORATE SUSTAINABILITY PROGRAMMES HAVE SUPPORTED COCOA FARMERS TO ADOPT SUSTAINABILITY PRACTICES AND ALSO HELP TO BUILD CORPORATE CAPACITY TO BETTER UNDERSTAND COCOA ISSUES AND LOCAL CONTEXTS.** ”

### CORPORATE PARTICIPATION IN COALITIONS

Established in 2000, the World Cocoa Foundation (WCF) is the world's leading organization for cocoa sustainability. WCF is an international non-profit membership organization whose members include more than 100 companies representing over 80% of the cocoa supply chain. WCF convenes public-private partnerships for a thriving and sustainable cocoa sector where farmers prosper, communities are empowered and the planet is healthy. Read more about WCF in Box 2.



The private sector has also participated in the creation of other multi-stakeholder platforms to promote cocoa sustainability, such as the Cocoa Action Brasil, led by WCF, the [Cocoa, Forests and Diversity](#) agreement in Peru and [Cocoa Forests and Peace](#) in Colombia.

The Colombian and Peruvian coalitions include significant domestic market companies, which are important as, for example, close to 60% of cocoa production in Colombia is consumed domestically.

### ADVOCATING FOR REGULATIONS IN CONSUMER COUNTRIES

In 2019, a group of companies, certification bodies, NGOs and multi-stakeholder organizations operating in the cocoa and chocolate sector called for the EU to introduce a regulation to require certain companies to conduct human rights and environmental due diligence in cocoa supply chains (Voice Network 2022). They also called for the EU to negotiate bilateral agreements with cocoa producer countries to build a common

understanding on complying with the EU regulations (Voice Network 2019, 2022; Confectionery Production 2021).

In early December 2022, the EU agreed on a new law to ensure cocoa, palm oil, coffee, beef, soy and other forest-risk commodities entering the bloc will be free from deforestation (European Commission 2022). Companies will be required to provide evidence of the deforestation-free status. See Proforest's [guidance](#) on what cocoa companies will have to do to meet the regulations.

### GOVERNMENT PROGRAMMES IN PRODUCER COUNTRIES

Governments in cocoa-producing countries have also developed cocoa-specific programmes to address sustainability issues in the sector. The government-led [Côte D'Ivoire–Ghana Cocoa Initiative](#), for example, was created to develop market mechanisms with consumer countries to improve sustainability in cocoa production.



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## 2. COMPANY ACTION AT LANDSCAPE SCALE IN COCOA PRODUCTION AREAS

### 2.1 GROWTH IN PRIVATE SECTOR ACTION AT LANDSCAPE AND JURISDICTIONAL SCALE

Companies have become increasingly interested in landscape and jurisdictional approaches (see Box 1 for definition) as they look for tools to achieve sustainable land use and production of agricultural commodities. They have realised that successful resolution of major challenges – deforestation,

natural ecosystem conversion, land conflicts and human rights risks – requires the collaboration of multiple stakeholders, including the private sector, government, farmers and communities, and that individual supply chain action, while critical, is insufficient to address these risks (TFA 2019).

#### BOX 1 DEFINING LANDSCAPE APPROACHES

Landscape approaches involve the long-term collaboration of stakeholders within a defined natural or social geography, such as a watershed, biome, jurisdiction or company sourcing area. These management approaches seek to reconcile competing social, economic and environmental goals and build resilience through integrated landscape management and multi-stakeholder discussions through which consensus is built across different stakeholders (TFA, WWF, Proforest 2020 and CDP, 2022). Sharing responsibilities between companies, producers, civil society, local governments, and local communities on the ground means each can contribute according to their mandates and capacity. Outcomes are expected to be sustained in the long term as goals are determined together.

The jurisdictional approach is a type of landscape approach that operates within sub-national or national administrative boundaries and with active involvement of government. Similar approaches characterised by multi-stakeholder collaboration at scale include territorial or catchment approaches or integrated land-use management. For the purpose of this study, the authors use the terminology of landscape

and jurisdictional approaches. Various organizations have identified components necessary for a landscape or jurisdictional initiative to operate effectively and achieve optimal results. These components include engaged stakeholders, agreement on shared goals, multi-stakeholder governance, financing and investment, monitoring and reporting and, particularly in jurisdictional initiatives, planning and policy frameworks (ISEAL 2022; LTKL 2022). While some initiatives have made credible progress in developing these components, many are in the early stages.

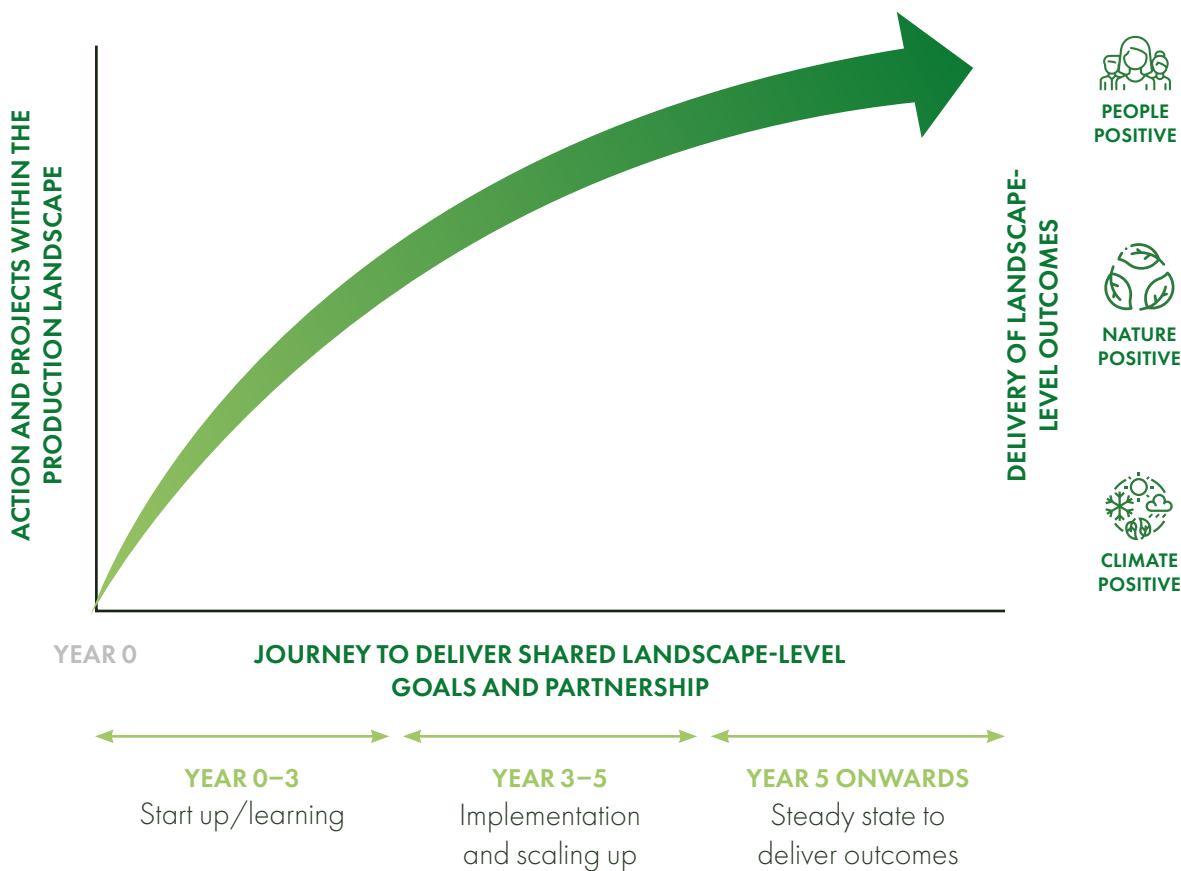
Other initiatives are being developed under wider landscape- or jurisdictional-scale multi-stakeholder processes and contributing to developing one of the components above, or meeting one or more of the shared goals. Others do not have formal multi-stakeholder processes in place, but engage different stakeholders and work towards multiple goals aligned with sustainable land-use practices. This study considers and reviews diverse landscape and jurisdictional initiatives in different stages, with the basic tenets that they seek and promote multi-stakeholder collaboration to achieve shared sustainability goals in the landscape or jurisdiction.

Some downstream companies, often without operations in commodity production areas, are starting to engage at landscape scale both individually and collectively (Proforest 2021).

The WCF, as the leading private sector cocoa coalition, has assisted its members to build initiatives and take action for cocoa sustainability at landscape scale (see [Box 2](#)).

In other commodities, the [Consumer Goods Forum Forest Positive Coalition of Action](#) (CGF FPCoA), a group of 21 global manufacturers and retailers, is collaborating with other stakeholders in production landscapes to attain sustainable production of beef, soy, pulp and paper, and palm oil (CGF FPCoA 2021). They recognize that landscape initiatives are long-term processes to deliver climate, nature and people impact at scale (see Figure 3).

**FIGURE 3 DEVELOPING LANDSCAPE INITIATIVES**



Source: CGF FPCoA 2021

In general, the business case for retailers and manufacturers to take action at landscape and jurisdictional scale includes cost efficiency, supply chain security, risk mitigation, improving the resilience of farmers, the possibility to achieve multiple ESG goals, and scorecard leadership (CGF FPCoA 2022). Company engagement in landscape approaches is included in global disclosure platforms for corporate sustainability, such as CDP and Forest500. In 2022, the number of companies disclosing engagements in landscape or jurisdictional

approaches to CDP quadrupled to 192 from the previous year (CDP 2022). This study attempts to build understanding of the business case for traders, manufacturers and retailers to engage at landscape and jurisdictional scale to achieve cocoa sustainability. It also aims to identify the trends, challenges and success factors.

Sections 2 and 3 highlight findings from desktop reviews and interviews (see [Annex 1](#) for the research methodology) and Section 4 discusses recommendations.



## 2.2 SYSTEMIC ISSUES ADDRESSED THROUGH COCOA LANDSCAPE INITIATIVES

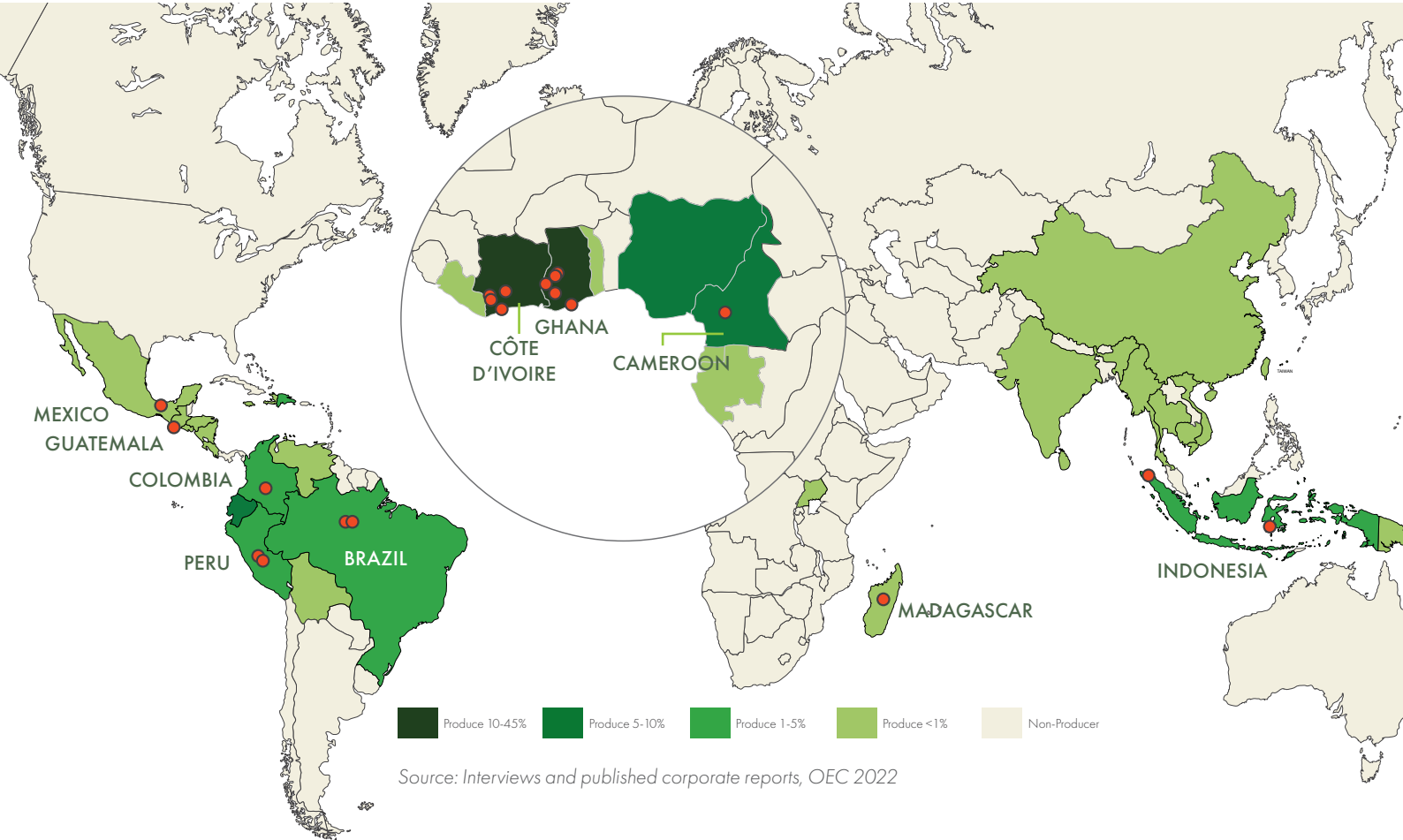
In recent years, some companies have started to address sustainability challenges in the cocoa sector in collaboration with other stakeholders and at landscape scale. These landscape initiatives build on the individual corporate sustainability programmes and certification and traceability schemes described in Section 1.

This study identified 20 cocoa landscape initiatives (see Figure 4 and [Annex Table 3.1](#)) in 10 coun-

tries in Africa, Latin America and Southeast Asia following desktop research, interviews with representatives of companies and landscape initiatives, and corporate disclosures to CDP’s 2022 forest questionnaire.<sup>2</sup>

The study found landscape initiatives were underway in three of the top five cocoa-producing countries: Côte D’Ivoire, Ghana and Cameroon. The study did not identify any initiatives in Ecuador or Nigeria.

**FIGURE 4 COCOA LANDSCAPE INITIATIVES IDENTIFIED IN THE STUDY**



Source: Interviews and published corporate reports, OEC 2022

At least 29 companies, mainly manufacturers and traders (see [Annex Table 2.1](#)) support the cocoa landscape initiatives identified in the study. Only two of these are retailers – Grupo Bimbo and

Kingfisher. In the CDP 2022 forest questionnaire, seven companies reported supporting a total of 11 cocoa landscape initiatives, an increase from four companies from the previous year.

<sup>2</sup> The CDP disclosure system has three corporate questionnaires, i.e. on climate change, forests and water security and provide a framework for companies to provide environmental information to their stakeholders on governance and policy, risks and opportunity management, environmental targets and strategy and scenario analysis. Companies may be asked to disclose annually through CDP by capital markets or customers but can also disclose voluntarily. This study includes data reported by companies to CDP through its forest questionnaire in 2022.

As described in Section 1, deforestation and forest degradation are key environmental challenges in cocoa production, while social issues vary from landscape to landscape but may include the presence of child labour, lack of access to education and healthcare, lack of land tenure, and labour rights. Production challenges include low yield and low prices for farmers (Cocoa Barometer 2020).

Deforestation for expansion of agriculture is the most prominent systemic issue that companies are addressing through cocoa landscape initiatives, according to interviewees engaged in initiatives in Côte D'Ivoire, Ghana, Cameroon, Brazil, Peru and Mexico.

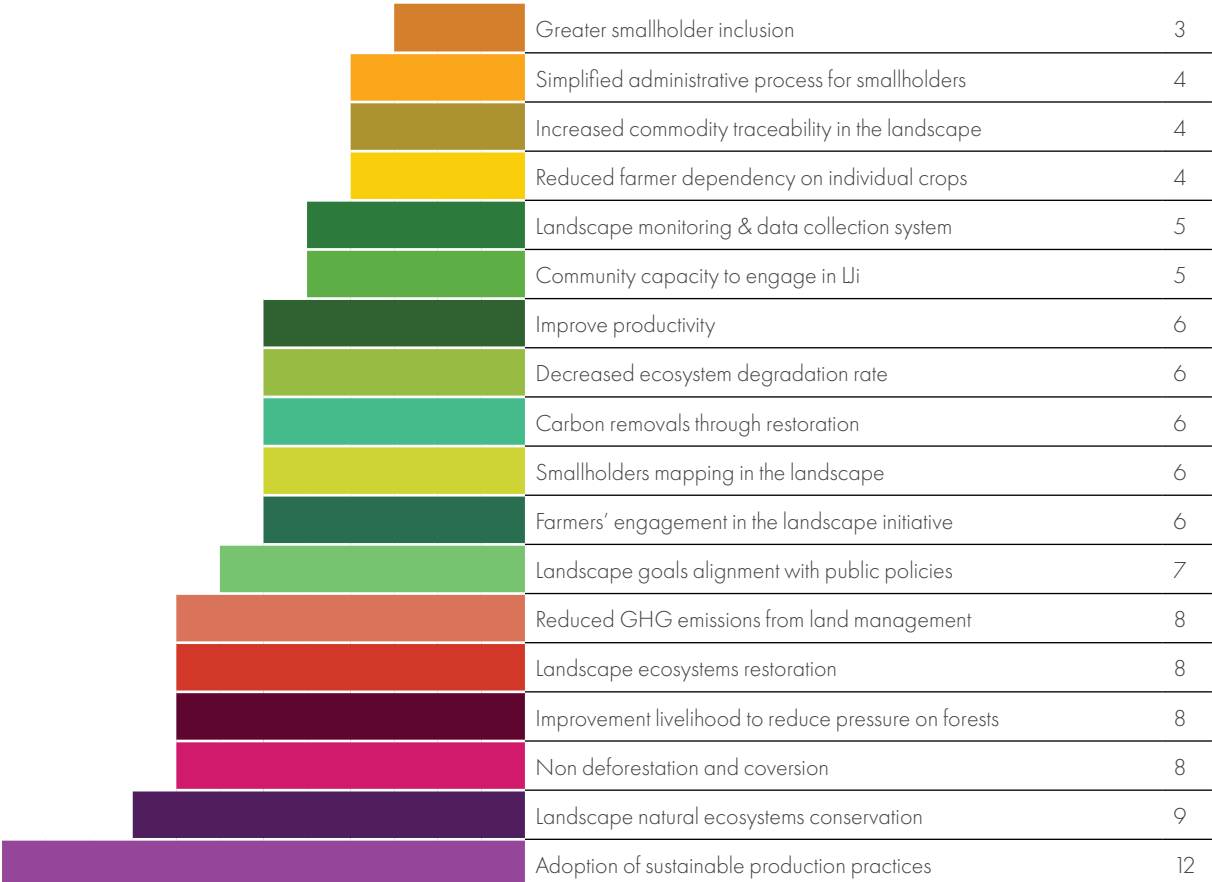
Deforestation may be driven by other commodities also present in the landscape, not only cocoa. For example, timber is the primary driver of loss in parts of Ghana, while palm oil is the primary driver in the region of the studied landscape initiative in Mexico. In Peru, the primary drivers are coffee and palm

oil, and in Brazilian landscape initiatives, beef. This highlights the potential for landscape approaches to be applied across multiple commodities.

In contrast, water quality is the more prominent environmental issue in Huila in Colombia. Stakeholders in Colombian landscape initiatives are also addressing further key issues: improving livelihoods, improving farming practices and increasing productivity. Other issues, such as land conflict, inclusion of women and addressing child labour, also appear in some landscapes.

The systemic environmental issues that the cocoa sector is trying to address are aligned with the goals of the landscape initiatives supported by companies, as disclosed in the 2022 CDP forest questionnaire. This found that companies mainly support cocoa landscape initiatives to increase the adoption of sustainability practices, improve livelihoods, avoid deforestation and promote forest and biodiversity conservation (see Figure 5).

**FIGURE 5 GOALS SUPPORTED BY COMPANIES IN COCOA LANDSCAPE INITIATIVES**



Source: Submissions to CDP's forest questionnaire 2022



## 2.3 WHY COMPANIES ENGAGE AT LANDSCAPE SCALE IN COCOA

Consumer goods manufacturers and traders interviewed for the study highlighted five reasons for engaging at landscape scale for cocoa sustainability:

### COMPLIANCE WITH COMPANY COMMITMENTS

Many companies have committed to deforestation-free supply chains and livelihood improvements for smallholders and communities. The cocoa production model includes millions of smallholders, which increases the complexity for companies as they work to ensure a long-term sustainable source of commodities. Companies see landscape approaches as a key way to address systemic issues and achieve their sustainability commitments in cocoa-sourcing regions, as well as protecting their reputation.

### POSITIVE COLLABORATION AND ACTION BEYOND SUPPLY CHAIN

Landscape initiatives leverage collaboration among cocoa companies, local communities, governments and other key actors. These actions take place beyond the supply chains of individual companies, who recognize that they need to collaborate to tackle sustainability issues in the cocoa sector. Companies join landscape initiatives to build collaboration with multiple actors in sourcing regions.

### LONG-TERM SUSTAINABLE SOURCING

Landscape initiatives are expected to improve sustainability in sourcing regions in the long term. The initiatives link with efforts such as certification, traceability and companies' individual sustainability programmes. Sustainable development objectives and consolidated management plans for the long-term are crucial in every functional landscape initiative.

“ COMPANIES SEE LANDSCAPE APPROACHES AS A KEY WAY TO ADDRESS SYSTEMIC ISSUES AND ACHIEVE THEIR SUSTAINABILITY COMMITMENTS IN COCOA-SOURCING REGIONS, AS WELL AS PROTECTING THEIR REPUTATION.

### ATTRACTING ADDITIONAL FUNDING

Landscape initiatives have been able to mobilize funding for climate, biodiversity and restoration from other sources, in addition to that coming from the private sector. Such funding comes from stakeholders including development partners, philanthropic organizations, and global policy frameworks such as REDD+. This funding may not be directly linked to improving commodity production, but has been crucial to expand efforts to address the systemic issues behind deforestation at a larger scale.

### REDUCING EMISSIONS FROM LAND-USE CHANGE

Companies expect that engaging beyond the supply chain can help reduce emissions from forests and land-use change, which in turn may contribute to their ability to meet their climate goals. In particular, it may enhance their ability to reduce Scope 3 emissions under the Science Based Targets initiative (SBTi), which is still developing guidance on this issue.



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## 2.4 KEY FACTORS FOR COMPANIES IN SELECTING LANDSCAPES FOR INVESTMENT

Cocoa companies have prioritized investment in landscape initiatives where there are enabling environments, according to interviewees at cocoa buyers and the 2022 CDP forest questionnaire. This is in contrast with the palm oil and soy sectors, where the priority for engagement is production areas with higher environmental and social risks.

Factors determining company engagement in cocoa landscapes:

### LOCAL OPERATIONS AND CAPACITY

Companies are more willing to invest in landscape initiatives where they have operations, their own sustainability programmes or sustainability projects in collaboration with CSOs or other partners. A cocoa buyer may join a landscape initiative in a region from which it does not source or operate in as a learning exercise, but it is unlikely that it will engage in such a landscape for the long term.

### A NEUTRAL FACILITATOR

Companies recognize that establishing an optimal and inclusive landscape initiative is a complex process requiring skilled facilitation between companies, governments and communities. They are more likely to support regions that already have neutral facilitators.

### GOVERNMENT PROGRAMMES

The Ghana Cocoa Forest REDD+ Programme

(GCFRP) was created by the country’s Forestry Commission and Ghana Cocoa Board (COCO-BOD) to reduce emissions from deforestation and forest degradation in cocoa production regions. This was the world’s first commodity-specific REDD+ programme and has served as an umbrella for companies’ landscape engagements in Ghana. In

Kakum and Asunafo-Asutifi landscapes in Ghana, the multi-stakeholder governance structures under the country’s REDD+ program GCFRP have made it easier for companies to support community-based interventions to address systemic issues including deforestation. Côte D’Ivoire’s REDD+ programme also supports companies’ engagement in Cavally and other landscapes. In both countries, WCF and IDH are playing lead roles convening stakeholder and facilitating landscape partnerships.

### OTHER COMPANIES AND LOCAL SUSTAINABILITY PROGRAMMES

Cocoa companies are more interested in investing in landscapes that have already been engaged by others, particularly their customers or suppliers, or by CSOs using public or philanthropic funding.

### OPPORTUNITIES TO EFFECT CHANGE

Companies choose to invest in landscapes where they see opportunities to effect change in the form of smallholder inclusion, protection of natural ecosystems and improved human well-being.

**FIGURE 6 CHOOSING A LANDSCAPE INITIATIVE FOR INVESTMENT**



Source: Submissions to CDP’s forest questionnaire 2022



# 3. HOW COMPANIES SUPPORT COCOA LANDSCAPE INITIATIVES

## 3.1 TYPE OF ENGAGEMENT

Companies engage in cocoa production landscape initiatives in different ways, either individually or collectively. Engagement may also vary according to the region's strategy and local capacity. In the 2022 CDP forest questionnaire, companies are offered four classifications for their landscape engagement, namely

- Convener: High level of engagement in set-up, design, management and implementation.
- Partner: Shared responsibility in the implementation of multiple goals.
- Supporter: Implements activities to support at least one goal.
- Funder: Provides full or partial financial support.

About half of cocoa companies responding to the questionnaire – 53% – stated that they are engaged in landscape initiative(s) as convener, while one-third serve as funder, 7% as partner and 7% as supporter.

### 3.1.1 GROUPS OF COMPANIES AS CONVENERS

This study identified two models whereby companies act as convener to develop landscape initiatives. First, companies engage through formal industry coalitions, with the WCF as a leading example (see Box 2), bringing collective private sector action at landscape scale to Ghana, Côte D'Ivoire and Colombia through the Cocoa and Forests Initiative (CFI), and in collaboration with IDH The Sustainable Trade Initiative. WCF also leads the collaboration of eight companies in Brazil through CocoaAction Brasil (see Annex 3).

#### BOX 2

##### WCF: DRIVING COLLECTION ACTION

The [World Cocoa Foundation](#) (WCF), with more than 100 actors in cocoa supply chains as members, is a driver of corporate collective action, both within supply chains, for example through the [Cocoa Livelihood Program](#) and the [African Cocoa Initiative II](#), and at landscape scale.

The WCF's flagship program is the [Cocoa & Forests Initiative](#) (CFI), established in 2017 in collaboration with and in support of the governments of Côte D'Ivoire and Ghana, to end cocoa-related deforestation in these countries. The CFI, developed and facilitated together with IDH, has 36 WCF member companies as signatories, and is supported by the governments of the Netherlands, Switzerland, the UK and the US. The CFI's work includes mapping farmers to improve traceability as a critical component to ensure supply chain sustainability. By 2022, companies had reached on average 72% traceability in their direct supply chains in both countries (CFI 2022). All signatories also invested in the promotion of cocoa agroforestry and reforestation, with 28 million trees planted in Côte D'Ivoire in the period of 2021/2022 and close to 9,500 ha of degraded forests restored in Ghana.

At landscape scale, in Ghana, WCF facilitates collective company action in priority areas identified under the country's REDD+ program led by the Forestry Commission, namely in Asunafo-Asutifi landscape in collaboration with Proforest and in Kakum with the Nature Conservation Research Centre. In Côte D'Ivoire WCF works with IDH and government stakeholders to facilitate collective action in priority forest landscapes, including the Cavally landscape.

Other initiatives to channel collective support of companies under the WCF are also underway. In 2018, WCF launched CocoaAction Brasil with eight members to promote sustainability in Brazilian cocoa farms, and resulted in the development of two landscape initiatives, namely the RenovAmazonia and Sustainable Cocoa Corridor landscape. In Colombia, the WCF co-led the development of the [Cocoa, Forests and Peace](#) initiative, which has identified five priority landscapes to engage in the future.

Second, groups of companies, perhaps including traders, processors and manufacturers, can co-convene landscape initiatives in collaboration with CSOs. Such collective action is being undertaken in Indonesia, where Barry Callebaut, Mars

and Mondelēz are working together with Conservation International and IDH in the South Sulawesi cocoa landscape; and in the Sambirano Valley in Madagascar, with Valrhona, Millot and Lindt in collaboration with Helvetas.

### 3.1.2 FINANCIAL SUPPORT TO CSOS FACILITATING MULTI-STAKEHOLDER COLLABORATION

A limited number of companies are funding NGOs to facilitate multi-stakeholder processes in landscape approaches, in addition to implementing landscape interventions.

Companies under WCF coordination have supported Proforest to facilitate community participation in Asunafo-Asutifi landscape in Ghana. Some landscape initiatives, for example in Mexico,

are set up with companies providing direct financial and in-kind support to implementers to facilitate the multi-stakeholder processes. Most companies, however, prefer to fund projects in landscapes where multi-stakeholder coalitions are already set up and facilitated by a neutral organization. For example, companies have co-funded implementation projects part of landscape initiatives facilitated by IDH in Cameroon, Côte D'Ivoire and Colombia.

### 3.1.3 ALIGNING CORPORATE SUSTAINABILITY PROGRAMMES WITH LANDSCAPE GOALS AND ACTION PLANS

Cocoa companies have used sustainability programmes to implement interventions beyond their supply chains. These programmes can be and have been aligned with landscape goals, action plans and action in cocoa production landscapes. In Ghana, Indonesia and Brazil, the Cocoa Life

programme from Mondelēz International (see Box 3) has engaged farmers, cooperatives and other supply chain actors, and has worked to improve the livelihoods of wider communities – not only cocoa farmers – and support community decisions to protect forests and natural resources.

#### BOX 3 MONDELĒZ INTERNATIONAL: COCOA LIFE PROGRAMME

Cocoa Life is the flagship cocoa programme of Mondelēz International, one of the world's leading chocolate companies. With a commitment to invest \$1 billion by 2030, the program aims to support circa 300,000 cocoa farmers and their communities.

Through Cocoa Life Mondelēz International has helped support farmers to better understand forest policies, protection and restoration and to diversify their income by planting additional crops. Cocoa Life also facilitates community committees to collaborate on managing natural resources on- and off-farm and take action accordingly. Since 2012, Cocoa Life has supported more than 200,000 farmers and farmer incomes have increased by around 15% in Ghana and around 33% in Côte D'Ivoire (Mondelēz International n.d.).

The company aims to improve forest protection, forest restoration, livelihoods and farming practices by integrating ongoing action in its supply chain and the Cocoa Life program with landscape initiatives. In the 2022 forest CDP questionnaire, Mondelēz International reported the highest number of engagements in cocoa landscape and jurisdictional initiatives, with seven initiatives as part of their Cocoa Life programme.

### 3.1.4 SUPPORTING SUSTAINABILITY PROGRAMMES IN PRODUCER COUNTRIES

Government-led programmes, including REDD+ schemes in Ghana and Côte D'Ivoire, and collaborative platforms such as the CFI (Côte D'Ivoire, Ghana) and the [Roadmap to Deforestation-Free Cocoa in Cameroon](#) (IDH 2021a, 2021b) serve as umbrella structures to engage stakeholders in landscapes connected with cocoa production areas. For example, Ghana's REDD+ programme GCFRP has created multi-stakeholder governance structures in six priority areas to tackle deforestation and enhance sustainable cocoa production. The Kakum and Asunafo-Asutifi landscape initiatives strengthen these structures by bringing in cocoa buyers to support community-based landscape planning and actions (see [Box 4](#)).

**“ GOVERNMENT-LED PROGRAMMES, AND COLLABORATIVE PLATFORMS SERVE AS UMBRELLA STRUCTURES TO ENGAGE STAKEHOLDERS IN COCOA PRODUCTION AREAS.**

### 3.1.5 CROSS-COMMODITY COLLABORATION

Initial steps on synergies are being built across commodities with companies investing in cross-commodity landscape programmes, bringing in more farmers and smallholders. Such approaches have been observed in regions where cocoa is not the main crop but still plays an important role in the local economy. In the Tocache landscape in Peru (see [Box 5](#)) and Agrovita in the districts of Tabasco and Chiapas in Mexico, palm oil companies are co-conveners of landscape initiatives with CSOs. They are supported by cocoa companies who operate in or source from the regions.

The cocoa sector also collaborates cross-commodity in Huila in Colombia and Lamas in Peru, where coffee dominates, and in Pará, Brazil, where cattle occupy most of the landscape. It was interesting to note that while several of the cocoa companies engaging in the landscape initiatives also buy palm oil or coffee, they do not source those commodities from these landscapes. Cross-commodity collaboration where cocoa is the main cash crop has only been observed in Côte D'Ivoire.



#### BOX 4 ASUNAFO-ASUTIFI LANDSCAPE

Asunafo-Asutifi is one of the six priority landscapes in Ghana for prompt action to address deforestation, increase cocoa productivity and improve community livelihoods under the GCFRP. Private sector discussions around a landscape approach in Asunafo-Asutifi began in 2018 between the government and two private sector companies, Mondelez International and Touton, who already operated sustainability programmes in the region.

The companies approached the WCF, which brought on board six more companies – Cargill, Ecom, Lindt, Mars, Olam Food Ingredients and Sucden – to develop a broader landscape collaboration. The group supported Proforest to carry out a baseline assessment of the landscape and facilitated discussions with other stakeholders. The companies joined with the other stakeholders in the landscape – COCOBOD, the Forestry Commission, communities, farmers and civil society organizations – to reach a common vision for the landscape, which is articulated in management and investment plans. Implementation is expected to begin in 2023.

Read more about private sector action in this initiative [here](#).



### BOX 5 TOCACHE LANDSCAPE, PERU

The Tocache jurisdictional initiative was launched in 2021 by the 48-member [Coalition for Sustainable Production](#), a multi-stakeholder platform comprising cooperatives, government agencies, commodity exporters, CSOs and experts. Through the initiative, Coalition members – including palm oil companies and cocoa cooperatives with many smallholder members – have worked together to define common goals for sustainability.

Through a participatory process led by the Coalition, Tocache aims to be the first deforestation-free province in the region of San Martin in Peru. To achieve this and other social, environmental and production goals by 2030, cocoa, coffee and palm actors have agreed on priority actions. The Tocache jurisdictional initiative is aligning ongoing supply chain sustainability projects in the three commodities and bringing the sectors towards sustainable land use.

Read more about this initiative [here](#).

## 3.2 ACTION SUPPORTED BY COMPANIES

In its 2022 forest questionnaire, CDP listed 24 types of action that companies might support when engaging at landscape scale (see [Figure 7](#)).

These actions include:

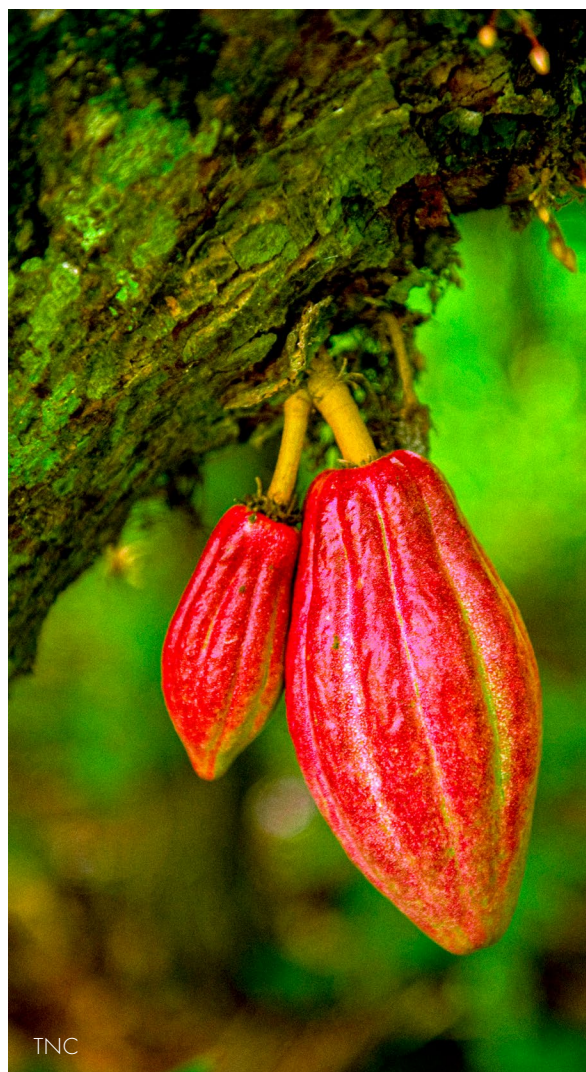
### PROTECTING NATURAL ECOSYSTEMS AND/OR CONSERVATION

These are the most prominent types of landscape-scale action supported by companies. Such approaches were mentioned by all the companies interviewed and in the companies' published reports. In the CDP disclosure of 2022, this action is one of the two most reported by cocoa companies.

### IMPROVING LIVELIHOODS BY INCREASING YIELD OR HELPING TO DIVERSIFY INCOME SOURCES

Interviews with implementers showed that all landscape initiatives include livelihood improvement objectives and corresponding actions. For example, companies support crop diversification by providing seedlings to plant additional crops in cocoa plots and other land managed by communities in Ghana.

Companies have also facilitated technical assistance and inputs for farmers to improve yield. These activities are implemented hand in hand with forest protection and restoration in cocoa production landscapes.



## CO-DESIGNING LANDSCAPE GOALS, STRATEGIES AND PLANNING

The collaborative element is recognized by landscape facilitators and implementers as an important initial step to win the participation and commitment of local actors, such as farmers, community leaders and local governments.

Companies stated that they support this action in nine of the 11 cocoa landscape initiatives they reported to the CDP 2022 forest questionnaire.

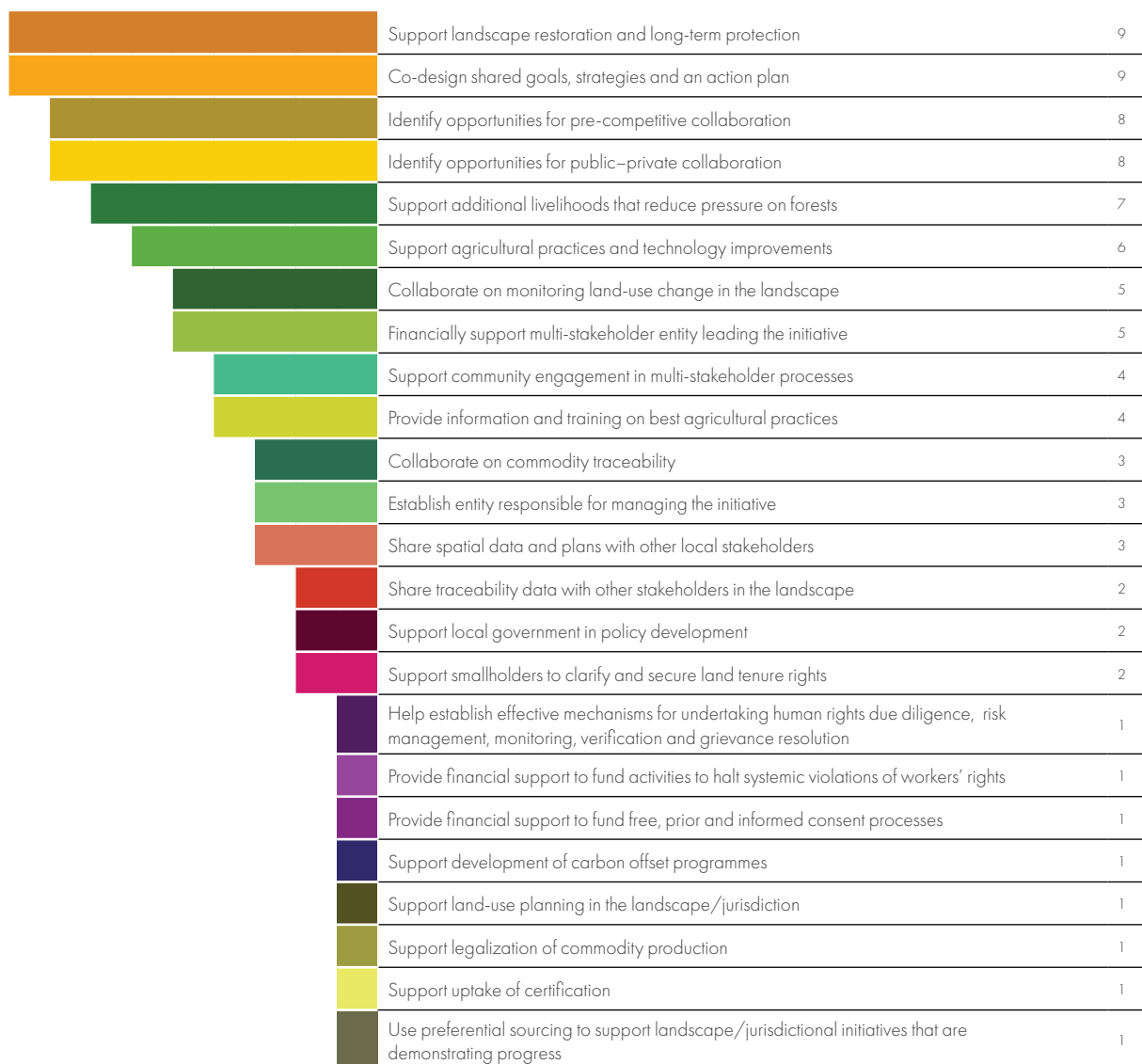
However, as multi-stakeholder processes can take up to two years to complete, according to the land-

scape implementers interviewed, only four initiatives reviewed had co-defined and agreed on shared landscape goals. Three other landscape initiatives mentioned that they intended to co-define shared goals in a participatory process.

## PRE-COMPETITIVE PARTNERSHIPS AND PUBLIC-PRIVATE COLLABORATION

Companies reported that in areas covered by landscape initiatives they build partnerships with corporate peers also operating there and with local governments. Facilitation of processes to develop such collaboration is a key action that would increase the possibility of company investment.

**FIGURE 7 LANDSCAPE ACTIONS SUPPORTED BY THE PRIVATE SECTOR**



Source: Submissions to CDP's forest questionnaire 2022

### 3.3 MONITORING AND REPORTING ON LANDSCAPE PROGRESS

Monitoring and reporting are crucial elements that every landscape initiative should have. Stakeholders should be able to monitor in a timely manner progress on implementation, identify constraints and successes and facilitate decision-making. Most of the landscape initiatives targeting sustainability at scale in cocoa landscapes are less than two years old (see [Figure 8](#)), and as such they are still in the start-up or learning stage (see [Figure 3](#) on the phases of developing a landscape initiative).

According to 2022 data from CDP, all the cocoa landscape initiatives disclosed have a monitoring system in place to track progress. Three-quarters of these are partially publicly reported by companies.

“ **MOST OF THE LANDSCAPE INITIATIVES TARGETING SUSTAINABILITY AT SCALE IN COCOA LANDSCAPES ARE LESS THAN TWO YEARS OLD AND AS SUCH THEY ARE STILL IN THE START-UP OR LEARNING STAGE.** ”

Some 60% of the landscape initiatives use an assessment framework that was specifically developed for the initiative in question, rather than a standardized framework.

Companies mainly engage in four types of monitoring and reporting:

- **Monitoring project targets and interventions**, instead of impacts at landscape scale. Most landscape initiatives use their own context-specific frameworks or these may be tailored to the needs of supporting companies, donors, governments, local stakeholders and other landscape partners. For example, actions within landscape initiatives are reported by companies and government individually and collectively to show progress on the CFI commitments in Ghana and the Côte D'Ivoire. However, the variety of monitoring frameworks used by landscape initiatives around the world

makes it challenging to compare companies and the claims they make on their landscape investments.

- **Developing outcome metrics** to monitor and report on defined common goals. There is no consensus among landscape initiatives on the metrics used to monitor progress, but most relate to production, conservation, climate change, livelihoods and governance.
- **Piloting the use of standardized landscape assessment frameworks** to monitor and publicly report progress in landscape initiatives to attract more investment. The LandScale platform is one such example and it is being tested in the Lamas and Tocache landscapes in Peru and in Kakum in Ghana. In addition, the SourceUp platform will be used to report on landscape-level goals in Huila (Colombia), Grand Mbam (Cameroon) and Cavally (Côte D'Ivoire).
- **Reporting limited information publicly** about the targets and progress of the landscape initiatives. Implementers report the progress and achievements of landscape initiatives to companies and other donors, but not much information is available publicly. This may be because most of the initiatives are only in the early stages (less than two years), and therefore data and progress is either available but incomplete, or unavailable, and developing monitoring and reporting protocols takes time.





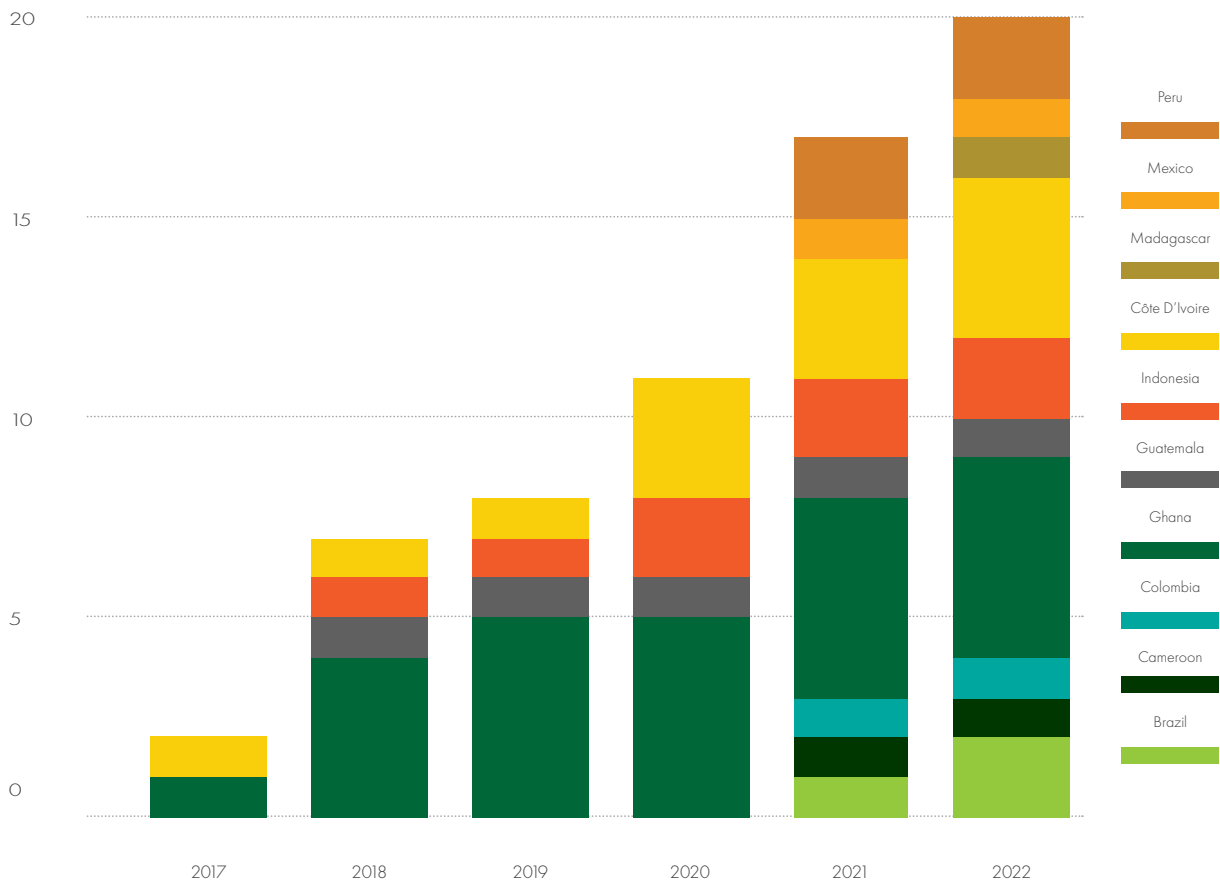
# 4. PATHWAYS FOR CORPORATE ENGAGEMENT IN COCOA LANDSCAPES

## 4.1 TRENDS

Three of the first landscape initiatives with cocoa as their main focus – Juabeso-Bia, Kakum and Asunfo-Asutifi – were set up by the Ghana Forestry Commission in 2017 and 2018 in the country’s high priority areas. Cocoa companies then engaged to help develop these. Also in 2018, in Indonesia, cocoa was identified as a secondary commodity to work on in a wider palm oil landscape in North Sumatra. This commodity combination is also found in landscape initiatives in Mexico and Peru. The number of land-

scape initiatives for cocoa increased sharply in 2021 as more companies began to understand the multiple benefits of supporting them. These included initiatives facilitated by IDH in Cameroon, Côte D’Ivoire and Colombia. In 2022, landscape initiatives with cocoa as the main or secondary commodity (and in several cases, as a third commodity) have been observed in new areas, including Pará state in Brazil, the Sambirano Valley in Madagascar and San Pedro in Côte D’Ivoire (see Figure 8).

**FIGURE 8 COCOA LANDSCAPE INITIATIVES BY COUNTRY**



Source: Authors based on desktop research and interviews

Some trends observed in private sector engagement in cocoa landscapes are:

### **SUPPORT CONTINUES FOR IMPLEMENTING LANDSCAPE-SCALE ACTION**

The companies demonstrated interest in continuing to invest in cocoa landscape initiatives to show the impact on the ground, increase socio-ecological resilience and secure their cocoa production. They also want to test the business case for engagement at landscape scale.

### **APPROACHES ARE BEING REPLICATED IN OTHER COCOA PRODUCTION REGIONS**

Corporate interviewees stated that positive progress in landscape initiatives has motivated them to invest in others.

### **MORE COMPANIES ARE ENGAGING IN LANDSCAPE INITIATIVES**

A number of consumer goods manufacturers and traders invested for the first time in cocoa landscape initiatives in 2021 and 2022. These companies include Godiva in Côte D'Ivoire, Lindt in Ghana and Valrhona in Madagascar. Four cocoa companies that are not currently engaging in landscape initiatives disclosed to CDP that they are planning to do so in the next two years.

### **INTEREST TO ENGAGE MULTIPLE COMMODITIES IN LANDSCAPES INCLUDING COCOA IS INCREASING**

This cross-commodity trend was observed in 13 out of 20 landscapes assessed (see [Annex 3](#)) and is seen in all initiatives that began in 2021 and 2022.

## **4.2 CHALLENGES AND THE PATH AHEAD**

Interviews with cocoa buyers supporting landscape initiatives uncovered several challenges the private sector faces when engaging and investing in cocoa landscape initiatives. Many of these challenges are also observed in landscape initiatives focusing

on other commodities. This section spotlights the main challenges and the sectoral, local and global efforts to address them, with the goal of mobilizing more private sector action at landscape and jurisdictional scale.

### **4.2.1 BUILDING TRUST**

#### **STAKEHOLDERS ACROSS THE LANDSCAPE**

It takes time and willingness to develop landscape initiatives inclusively and successfully – with community leaders and government participation – and to discuss and agree shared goals. An inclusive process to agree on shared goals for the landscape can take from a couple of months to years, depending on the context. Often, however, companies expect concrete results in a shorter period of time.

The process may be accelerated if companies support existing sustainability programmes in the region, align their own programmes with landscape initiatives, focus on some short-term early

wins and partner with organizations that understand local needs and can facilitate multi-stakeholder processes. Cultural and socio-political context can be a barrier for stakeholders wanting to engage, and local capacity and facilitators are needed.

#### **BETWEEN COMPANIES**

Sometimes effort is needed to build trust and collaboration between companies sourcing from the same landscape to allow them to engage in pre-competitive alliances and collective action. The study found that sometimes companies opted to build new landscape initiatives, rather than invest in existing initiatives in areas in which competitors are already investing.

**“ AN INCLUSIVE PROCESS TO AGREE ON SHARED GOALS FOR THE LANDSCAPE CAN TAKE FROM A COUPLE OF MONTHS TO YEARS, DEPENDING ON THE CONTEXT.**

Another challenge is the differing levels of knowledge and resources that companies sourcing from a landscape can offer, or lack of relationships between them. Collaborative action organized by industry platforms such as the WCF can help to build trust, as observed in the Asunafo-Asutifi landscape in Ghana.

## 4.2.2 SHARED METRICS, COMMUNICATION AND CLAIMS

### CONSENSUS ABOUT METRICS

There is a lack of consensus between companies on the metrics that should be monitored to report landscape progress and contributions towards shared goals. In many cases, implementers of landscape initiatives only monitor project-specific indicators or the metrics required by an investing company, instead of overall landscape progress metrics. Some efforts are underway to address this challenge. Shared metrics have been used in several landscape initiatives by CFI signatory companies and governments to collectively report on their forest commitments.

Moreover, a few implementers of cocoa landscape initiatives are piloting the LandScale assessment framework and the SourceUp platform to standardize implementation, monitoring and reporting of landscape progress.

### 4.2.3 THE BUSINESS CASE

As many cocoa landscape initiatives are in the early stages, there are as yet few major outcomes, such as a measured reduction of deforestation, to report. Guidance on how companies can make claims for their engagement at landscape scale, when outcomes are achieved in collaboration and with support from other stakeholders, is also still being developed (see Recommendations section).

As such, while the value of companies' engagement at landscape scale has been articulated and is increasingly recognized by corporate sustainability teams, the business case of such investment is

“ **THERE IS A LACK OF CONSENSUS BETWEEN COMPANIES ON THE METRICS THAT SHOULD BE MONITORED TO REPORT LANDSCAPE PROGRESS AND CONTRIBUTIONS TOWARDS SHARED GOALS.** ”

### HOW TO MAKE CLAIMS

It is still complex for companies to claim the results of their investments in landscape initiatives, as landscape approaches involve contributions from many stakeholders and it takes time to achieve outcomes. The complexity includes how to claim for deforestation reduction and how to account for carbon emissions, removals and absorption from interventions at landscape level. The hope is that private sector landscape engagement can contribute to meeting corporate climate goals in the future.

not yet fully evidenced or reaching procurement or board level. This uncertainty is a challenge in securing long-term private sector funding.

Another challenge in realising one of the potentials of landscape approaches, i.e. having different stakeholders co-investing with companies, is the facilitation of partnerships and improving coordination within and between landscape initiatives. Although the study has showcased several examples where stakeholders have invested together in landscape initiatives, many more are needed to address the systemic issues at scale.

### 4.2.4 NEW REGULATIONS IN CONSUMER COUNTRIES

The European Union is the main importer of cocoa beans and the forthcoming regulation on deforestation-free commodities could drive companies to prioritize investing in their own supply chains, rather than in landscape programmes. Companies may decide they need to invest more in traceability and mapping suppliers than in jurisdictional or community-based interventions. However, as cocoa is produced predominantly by smallholders – more than most other commodities – action at landscape scale

is a critical means of reducing risk of deforestation in cocoa-sourcing regions. Proactive and collective action is vital to reduce deforestation by new farmers before they enter supply chains.

This could include work on shared or interoperable traceability and forest monitoring efforts, including building on or linking to producer country systems, which could bring significant cost savings for companies when compared to developing their own systems.



## 4.3 RECOMMENDATIONS

### 4.3.1 RECOMMENDATIONS FOR MIDSTREAM AND DOWNSTREAM COMPANIES

#### INCREASE INVESTMENTS IN COCOA LANDSCAPE INITIATIVES AND COLLABORATIONS WITH PUBLIC SECTOR

Companies sourcing cocoa should continue and increase investments in cocoa landscape initiatives to help attain the longer-term outcomes and build the business case for landscape and jurisdictional approaches. Most cocoa landscape initiatives are in the early stages – the most longstanding have been running for four years – and landscape initiatives take time before outcomes are achieved, due particularly to their multi-stakeholder nature.

However, stronger buy-in and concerted effort by multiple stakeholders benefiting from the landscape will ensure outcomes are sustained. The presence of supportive and aligned government policies and programmes, as observed in Ghana, Côte D'Ivoire and Colombia, could further support companies' investments in cocoa landscapes.

Landscape initiatives can also provide ideal platforms for advanced piloting or roll out of national cocoa traceability and forest monitoring systems, providing a clear business case by helping to reduce costs of regulatory compliance for companies by simplifying data collection. This can be most valuable for companies as well as impactful, particularly if such efforts prioritise action in highest risk sourcing areas. There are lessons from other

commodities, such as palm oil, for mechanisms to pre-competitively share data collection and initiatives such as the Digital Integration of Agricultural Supply Chains Alliance (DIASCA) are working on building the architecture to align traceability systems. This work is also crucial to align demand- and supply-side measures.

#### ENSURE CORPORATE SUSTAINABILITY PROGRAMMES CONTRIBUTE TO SHARED GOALS IN COCOA LANDSCAPES

Existing corporate sustainability programmes can feed into cocoa landscape initiatives, when shared goals include those related to sustainable supply chains. Companies can expand their programmes to include other interventions beyond farmers in their supply chains to also benefit the wider communities in the landscape. This alignment has already taken place in landscape programmes involving Mondelez International, Nestlé, Cargill and others.

There are still quite a few corporate sustainability programmes that are yet to be connected and aligned with landscape initiatives in the region. These companies have much to offer in terms of experience, technical expertise and potentially data, and much to gain by engaging stakeholders, for example, by unlocking additional funding and support from others.



Marlon del Aguila Guerrero/CIFOR

## INVOLVE OTHER GLOBAL COMPANIES

The establishment of landscape initiatives creates opportunities for companies even without in-country presence to better support zero-deforestation efforts. The study found that at least 29 midstream and downstream companies are already engaged in landscape initiatives. More are still needed to engage at landscape scale, and WCF's engagement with its broad membership base and national initiatives for sustainable cocoa (ISCOs) in Europe may be able to drive such engagement.

In particular, and considering how popular chocolate is with consumers, more retailers might consider engaging with landscape initiatives to tell positive stories to consumers. To date, only two retailers were identified as having engaged in cocoa landscape initiatives, providing mainly financial support. Clear investment plans in existing landscape initia-

“ **THE ESTABLISHMENT OF LANDSCAPE INITIATIVES CREATES OPPORTUNITIES FOR COMPANIES EVEN WITHOUT IN-COUNTRY PRESENCE TO BETTER SUPPORT ZERO-DEFORESTATION EFFORTS.**

### 4.3.2 RECOMMENDATIONS FOR ALL STAKEHOLDERS IN LANDSCAPE INITIATIVES

These are recommendations to assist all stakeholders, including companies, to achieve sustainable land use at landscape and jurisdictional scale in cocoa-producing areas. The nature or magnitude of these tasks means that they require the efforts of multiple stakeholders, not only the private sector.

#### CLARIFY CLAIMING AND PROVIDE TOOLS TO MONITOR AND REPORT PROGRESS

The private sector requires support to better understand the claims they can make for their investments in landscape or jurisdictional initiatives. This requires a publicly available monitoring system and shared metrics to measure implementation of activities and progress at landscape scale.

One effort that could support the latter is the framework for monitoring and reporting landscape progress currently being developed by the CGF

tives may help retailers, who are further away from cocoa-producing areas, to provide support at this scale.

Other platforms that can be leveraged to scale up company support include the [Alliance for Sustainable Cocoa Roadmaps](#) agreed between the EU and the Ghana and Cote D'Ivoire governments.

#### COLLABORATE CROSS COMMODITY AND WITHIN THE COCOA SECTOR

More collaboration within the cocoa sector itself and with other commodities is needed to develop new landscape initiatives and accelerate progress in existing ones.

Collaboration with the palm oil, coffee, rubber and beef sectors in some landscape initiatives that include cocoa could be developed further to bring in more smallholder producers, amplify the results and build governance to prevent leakage.

Facilitation from platforms such as WCF, CFI, could help support this effort to increase collaboration within the cocoa sector. Cross-commodity forums, such as the Africa Sustainable Commodities Initiative, launched in 2022 in 10 African countries, could also be a platform to explore.

Forest Positive Coalition of Action. While cocoa is not one of the Coalition's focus commodities, the landscape progress framework can be adapted for the cocoa sector.

Organizations such as the ISEAL Alliance are convening stakeholders to develop guidance on making claims about their contributions at landscape and jurisdictional scale. While the work continues, ISEAL has published [preliminary guidance on claims](#) and, in collaboration with other stakeholders, has also issued guidance on what [constitutes as a landscape action](#).

The inclusion of company engagement in landscape and jurisdictional initiatives in annual forest disclosures to CDP, starting in 2021 and with more questions added in 2022, means companies can now report their involvement and collaboration



with other stakeholders beyond supply chains. Online platforms showcasing landscape initiatives are also developing, for example SourceUp and LandScale.

### **ENABLE COMPANIES' LANDSCAPE ENGAGEMENT TO CONTRIBUTE TO CORPORATE CLIMATE, NATURE AND PEOPLE GOALS**

Increasing numbers of companies are committing to the climate and nature goals of the Science Based Targets initiative (SBTi) and are creating their own people goals.<sup>3</sup> Significant sources of funding would be unlocked if the investments companies make beyond their supply chains and at landscape and jurisdictional scale counted towards these climate and nature goals – they do not do so at present. Cocoa companies interviewed in the study mentioned that climate and nature commitments can be an opportunity for bolstering the business case for landscape engagement.

Guidance for corporate commitment to climate and nature – such as the SBTi Forest, Land and Agriculture sector, the Greenhouse Gas Protocol (GHG Protocol) for the land sector and Science Based Target for land and biodiversity – is still in development at the time of publication of this study. Analysis conducted by several organizations, including TFA, Proforest, Conservation International and Emergent, found draft guidance issued in September 2022 by the GHG Protocol allows companies to account only for actions and GHG emission reductions at the farm level (TFA et al. 2022).

As such, it would not incentivize companies to take action beyond their supply chains at landscape and jurisdictional scales. This misses an opportunity to incentivize corporate engagement and multi-stakeholder collaboration on the ground, which are critical to ensuring climate and nature goals are met.

### **EXPLORE OPPORTUNITIES TO LINK WITH THE BROADER SUSTAINABILITY PROGRAMMES OF PRODUCER COUNTRIES**

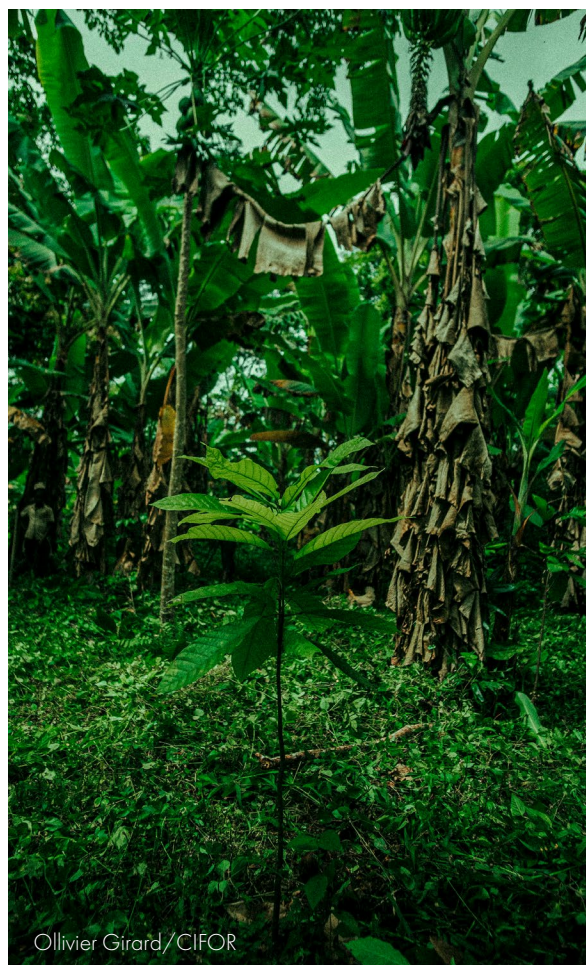
The facilitators and implementers of national sustainability programmes in producer countries could consider aligning more strongly with the private sector's landscape and individual cocoa sustain-

ability programmes to preserve and restore natural ecosystems, mitigate climate change and tackle social issues. For example, initiatives such as [Cocoa, Forests and Diversity](#) in Peru and [Cocoa, Forests and Peace](#) in Colombia could be further investigated to establish the possibility of connecting with existing landscape initiatives supported by cocoa companies.

### **EXPLORE OPPORTUNITIES TO DEVELOP LANDSCAPE INITIATIVES IN OTHER KEY PRODUCING COUNTRIES**

The study did not identify any landscape initiatives supported by the cocoa private sector in Ecuador and Nigeria, two of the five largest producers and exporters of cocoa. Both countries face sustainability issues similar to those experienced by countries that already have landscape initiatives in place.

A further avenue for study would be to explore why this is the case and the opportunities that exist to build landscape initiatives in these key producing countries.



<sup>3</sup> People goals are not covered by the SBTi.



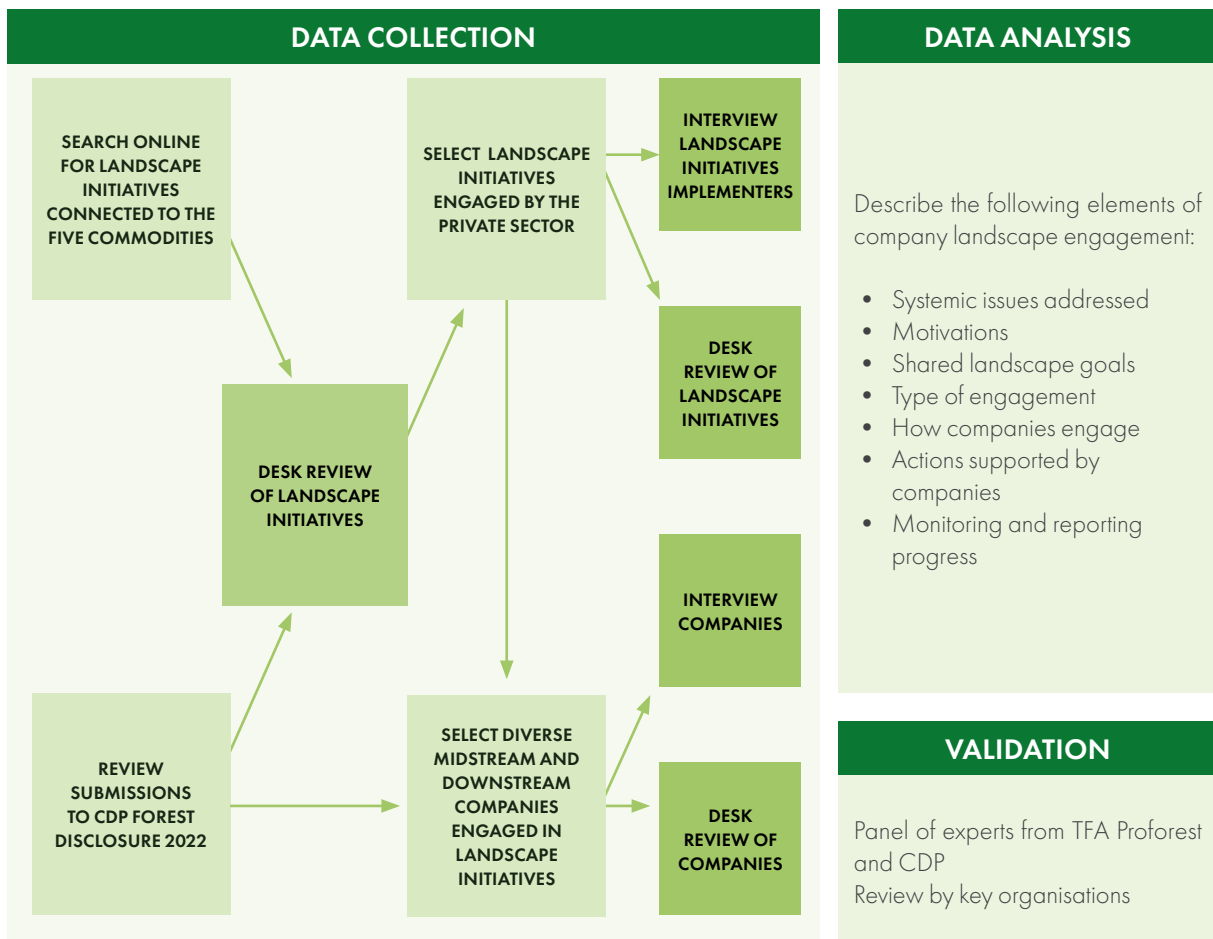
# 1. ANNEX 1

## METHODOLOGY

This paper is part of a global study on private sector engagement at landscape and jurisdictional scale to advance understanding of landscape and jurisdictional approaches as a key corporate strategy towards nature-positive businesses. It also aims to map the way forward to mobilize more private sector action and multi-stakeholder collaboration at scale.

Through interviews and desktop research, the study explores why and how manufacturers, retailers and traders have used landscape and jurisdictional approaches to address deforestation driven by palm oil, soy, beef, pulp and paper, and cocoa. The methodology to develop these papers is described below.

**ANNEX FIGURE 1.6 METHODOLOGY FOR COMMODITY-SPECIFIC BRIEFS OF THE STUDY**



The information provided by companies and the facilitators of landscape initiatives was codified, anonymized and analysed to identify trends, challenges and recommendations. The research team presented draft findings and recommendations to a group of experts from CDP, TFA and Proforest in a validation workshop. The brief also benefits from inputs from a number of representatives from the private sector and implementers of landscape initiatives, who reviewed an advanced draft.

## 2. ANNEX 2

### COMPANIES ENGAGING IN COCOA LANDSCAPE INITIATIVES

The authors identified companies that have invested in landscape initiatives focused on achieving sustainable land use and cocoa production at scale. The list is presented in Annex Table 2.1, but is not exhaustive.

**ANNEX TABLE 2.1 COMPANIES ENGAGED IN COCOA LANDSCAPE INITIATIVES**

	COMPANY	SUSTAINABILITY PROGRAMME	BUSINESS TYPE	SCALE / COUNTRY
1	Amazonas Trading	Not identified	Trader	Peru
2	Barry Callebaut	<a href="#">Cocoa Horizons</a>	Trader, manufacturer	International
3	Cargill	<a href="#">Cocoa Promise</a>	Trader, manufacturer	International
4	CEMOI	<a href="#">Transparence Cacao</a>	Manufacturer	International
5	COLCOCOA	<a href="#">Echar Pa'Lante</a>	Trader	Colombia
6	Dengo	Not identified	Manufacturer	Brazil
7	Ecom	<a href="#">SMS – Sustainable Management Service</a>	Trader	International
8	ETG	Not Identified	Trader	Africa
9	Equiori	Not identified	Manufacturer	Colombia
10	Ferrero	<a href="#">Farming Values Cocoa Programme</a>	Manufacturer	International
11	Harald	Not identified	Manufacturer	Brazil
12	Givaudan	Not identified	Manufacturer	International
13	Godiva	Not identified	Manufacturer	Belgium
14	Grupo Bimbo	Not identified	Retailer	Mexico
15	Hershey	<a href="#">Cocoa for Good</a>	Manufacturer	International
16	Kingfisher	Not identified	Retailer	UK
17	Lindt	<a href="#">Farming Program</a>	Manufacturer	International
18	Luker chocolate	<a href="#">Cocoa Effect</a>	Manufacturer	Colombia
19	Mars Wrigley	<a href="#">Cocoa for Generations</a>	Manufacturer	International
20	Machu Picchu Foods	Not identified	Manufacturer	Peru
21	Mondelēz International	<a href="#">Cocoa Life</a>	Manufacturer	International
22	Nestlé	<a href="#">Cocoa Plan</a>	Manufacturer	International
23	Nyonkopa (Barry Callebaut unit)	Not identified	Trader	Ghana
24	Ofi (formerly Olam Food Ingredients)	<a href="#">AtSource</a>	Trader, manufacturer	International
25	PepsiCo	Not identified	Manufacturer	International
26	Pladis	Not identified	Manufacturer	International
27	Sucden	<a href="#">Sustainable cocoa</a>	Trader	International
28	Touton	Not identified	Trader	International
29	Valrhona	Not identified	Manufacturer	France

Note: In this table, 'not identified' means that the company did not mention an individual sustainability programme in any interview or in a published report that mentioned landscape initiatives. Companies may have other corporate sustainability programmes that were not identified in this study.

Source: Published corporate reports and interviews

**ANNEX TABLE 2.2 CORPORATE FOUNDATIONS ENGAGED  
IN COCOA LANDSCAPE INITIATIVES**

FOUNDATION	WEBSITE	SCALE / COUNTRY
Cargill Foundation	<a href="http://cargill.com">cargill.com</a>	Brazil
Cocoa Horizons Foundation	<a href="http://cocoahorizons.org">cocoahorizons.org</a>	International
JBS Fund for the Amazon	<a href="http://fundojbsamazonia.org">fundojbsamazonia.org</a>	Brazil
Elanco Foundation	<a href="http://elanco.com">elanco.com</a>	International
Lindt Cocoa Foundation	<a href="http://lindtcocoafoundation.org">lindtcocoafoundation.org</a>	International
Luker Foundation	<a href="http://fundacionluker.org.co">fundacionluker.org.co</a>	Colombia
Mondelēz International Foundation	<a href="http://Mondelēzinternational.com">Mondelēzinternational.com</a>	International
Pepsico Foundation	<a href="http://Pepsico.com">Pepsico.com</a>	International
SIFCA Foundation	<a href="http://groupesifca.com">groupesifca.com</a>	Africa
World Cocoa Foundation	<a href="http://worldcocoafoundation.org">worldcocoafoundation.org</a>	International

Source: Interviews and published corporate reports



# 3. ANNEX 3

## COCOA LANDSCAPE INITIATIVES

The following is a non-exhaustive list of landscape initiatives supported by local and global cocoa companies. These landscape initiatives are aligned with the definition used in this study ([Box 1](#)) and focus on achieving shared sustainable goals for land use and cocoa production at scale and beyond individual corporate supply chains.

**ANNEX TABLE 3.1 LANDSCAPE INITIATIVES SUPPORTED BY COCOA COMPANIES**

#	COCOA LANDSCAPE INITIATIVE	COUNTRY	CSO IMPLEMENTER/ FACILITATOR	COLLABORATIVE APPROACH	OTHER TARGETED COMMODITIES	STARTING YEAR
Africa						
1	<a href="#">Cavally</a>	Côte D'Ivoire	IDH	CFI	Cocoa, rubber, palm oil	2017
2	Juabeso and Bia	Ghana	Tropenbos, SNV	CFI, GCFRP, <a href="#">Partnership for Productivity, Protection and Resilience in Cocoa Landscape</a>	Cocoa	2017
3	Kakum	Ghana	Nature Conservation Research Centre	CFI and GCFRP	Cocoa	2018
4	<a href="#">Asunafo-Asutifi</a>	Ghana	Proforest	CFI and GCFRP	Cocoa	2018
5	Ahafo-Ano	Ghana	Solidaridad	CFI and GCFRP	Cocoa	2018
6	Sefwi-Waiawso	Ghana	Rainforest Alliance, Tropenbos	CFI and GCFRP	Cocoa	2019
7	<a href="#">Cavally Forest Reserve</a>	Côte D'Ivoire	Earthworm Foundation	-	Cocoa, rubber, timber	2020
8	<a href="#">Soubré</a>	Côte D'Ivoire	Earthworm Foundation	—	Cocoa, palm oil	2020
9	Grand Mbam landscape and the municipality of <a href="#">Mbangassina</a>	Cameroon	IDH, WWF	CFI	Cocoa	2021
10	<a href="#">San Pedro</a>	Côte D'Ivoire	Proforest	CFI	Cocoa, rubber, palm oil	2022
11	Sambirano Valley	Madagascar	Helvetas	—	Cocoa	2022
Latin America						
12	<a href="#">Maya Biosphere</a>	Guatemala	Rainforest Alliance	No	Timber	2018
13	<a href="#">Tocache Jurisdictional Initiative</a>	Peru	TFA, Helvetas, Earthworm Foundation, Earth Innovation, Solidaridad	TFA	Palm oil	2021
14	<a href="#">Lamas Landscape</a>	Peru	Rainforest Alliance	No	Coffee	2021
15	<a href="#">Huila</a>	Colombia	IDH, Conservation International	No	Coffee	2021
16	<a href="#">Agrovita</a>	Mexico	Proforest	No	Palm oil, plantain	2021
17	RestaurAmazonia in Novo Repartimento, Anapu and Pacaja, Pará	Brazil	Solidaridad	<a href="#">WCF-CocoaAction Brasil</a> Cocoa Project 2030, <a href="#">Transamazonica Platform</a>	Cocoa, beef	2022
18	<a href="#">Sustainable cocoa corridor</a> , south-west region in Pará	Brazil	Systemiq	CocoaAction Brasil	Cocoa, beef	2022
Asia						
19	<a href="#">Aceh</a>	Indonesia	Conservation International, IDH	<a href="#">Coalition for Sustainable Livelihoods</a>	Cocoa, palm oil	2018
20	<a href="#">South Sulawesi cocoa landscape</a>	Indonesia	Wahana Visi	No	Cocoa, palm oil, coffee	2020

Source: Interviews and published corporate reports

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## ABOUT TROPICAL FOREST ALLIANCE

The Tropical Forest Alliance is a multi-stakeholder partnership platform initiated to support the implementation of private sector commitments to remove deforestation from palm oil, beef, soy, cocoa and pulp/paper supply chains. Hosted by the World Economic Forum, our 170+ alliance partners include companies, government entities, civil society, indigenous peoples, local communities and international organizations. With our partners, TFA works to mobilize collective action to advance the world's transition to deforestation-free commodity production. TFA hosts and manages the Jurisdictional Action Network of 1,600+ proponents of landscape and jurisdictional approaches to achieve sustainability at scale and the JA Resource Hub. Visit [www.tropicalforestalliance.org](http://www.tropicalforestalliance.org).



## ABOUT PROFOREST

Proforest is a global mission-driven organisation, focused on the production base and supply chains of agricultural and forestry commodities including soy, sugar, rubber, palm oil, cocoa, coconut, beef and timber. We support companies with direct action to tackle environmental and social risks throughout a supply chain. We also work with governments, companies, and collaborative organisations, in order to address systemic issues beyond the supply chain, within a landscape or a sector, to deliver positive outcomes at scale for people, nature and climate. For more information: <https://www.proforest.net>.



## ABOUT CDP

CDP is a global non-profit that runs the biggest world's environmental disclosure system for companies, cities, states and regions. Founded in 2000 and working with more than 680 financial institutions with over \$130 trillion in assets, CDP pioneered using capital markets and corporate procurement to motivate companies to disclose their environmental impacts, and to reduce GHG emissions, safeguard water resources and protect forests. Fully TFCF aligned, CDP scores are widely used to drive investment and procurement decisions towards a zero carbon, sustainable and resilient economy. CDP is a founding member of the Science Based Targets initiative, We Mean Business Coalition, The Investor Agenda and the Net Zero Asset Managers initiative. Visit [cdp.net](http://cdp.net) or follow us @CDP to find out more.