



Forest  
Positive

# Taking Root: Embarking on the Forest Positive Journey

Reflections and Ambitions  
from The Consumer  
Goods Forum (CGF)  
Forest Positive Coalition  
of Action

[www.tcgfforestpositive.com](http://www.tcgfforestpositive.com)

**MARCH  
2021**

# We're taking collective action for a forest positive future.

*The Consumer Goods Forum (CGF) Forest Positive Coalition of Action is a CEO-led initiative representing 20 CGF member companies who are committed to leveraging collective action and accelerating systemic efforts to remove deforestation, forest degradation and conversion from key commodity supply chains. Launched in 2020, the Coalition represents a dynamic shift in the industry's approach to stopping deforestation: by mobilising the leading position of member companies to build multi-stakeholder partnerships and develop effective implementation and engagement strategies, the Coalition brings together diverse stakeholders for sustainable impact. These efforts support the development of forest-positive businesses that drive transformational change in key landscapes and commodity supply chains, strengthening the resilience of communities and ecosystems worldwide. To learn more about the Forest Positive Coalition, visit [www.tcgfforestpositive.com](http://www.tcgfforestpositive.com).*

As Alexandra Cousteau said in her keynote speech during The Consumer Goods Forum (CGF) Sustainable Retail Summit last October, when we talk about sustainability, we need to be talking about creating systems that can be sustained and create abundance in our environment.

The forest positive movement is focused on just that: looking at full-sector transformation, forest positive systems are designed to sustain not just the health of the world's forests, but also the livelihood opportunities and communities that exist within and around them. For us at the CGF, our vision of a forest positive future includes good environmental and social outcomes and the end of commodity-driven deforestation. To achieve this vision, we see the need for systems that sustain environmental resources, strengthen social conditions, and enable responsible business practices that allow the planet and people to thrive.

We see forest positive not only as a solution to the threats directly facing the world's forests, but a key element to unlocking solutions to even greater global challenges. This introduction to our Coalition comes one year into an unprecedented global pandemic; a health crisis whose likelihood of being repeated, and the severity of which, is exacerbated by ongoing deforestation and biodiversity loss in our natural spaces. It comes as more journalists and investigators turn their attention to palm oil plantations and supply chains, where human rights injustices impact workers, particularly women, their communities, and their livelihoods. It comes as the 26th annual edition of the UN Climate Change Conference approaches, and we are reminded that while progress has been made over two decades to address the existential threat of climate change, there are still great challenges ahead which can only be resolved in part with continued learning around what is essential to drive meaningful change.

Our CGF Forest Positive Coalition is committed to fulfilling this vision of a forest positive future. We see it as a wake-up call for our industry — that despite positive efforts, real issues remain that are forcing an urgent need for action and asking the critical question of how our industry can address evolving challenges now. Our Coalition of 20 CGF members is a group of committed and motivated consumer goods companies that acknowledge the shortcomings of previous approaches to tackle deforestation and are leading the development of new strategies to drive positive impact. They recognise the power of the private sector but know that it is only one piece of the forest positive puzzle. Coming together with different stakeholders — from governments to civil society organisations to supply chain actors — so we can leverage our individual areas of expertise and our collective position as forest positive advocates is therefore the basis of our strategy and our vision of success.

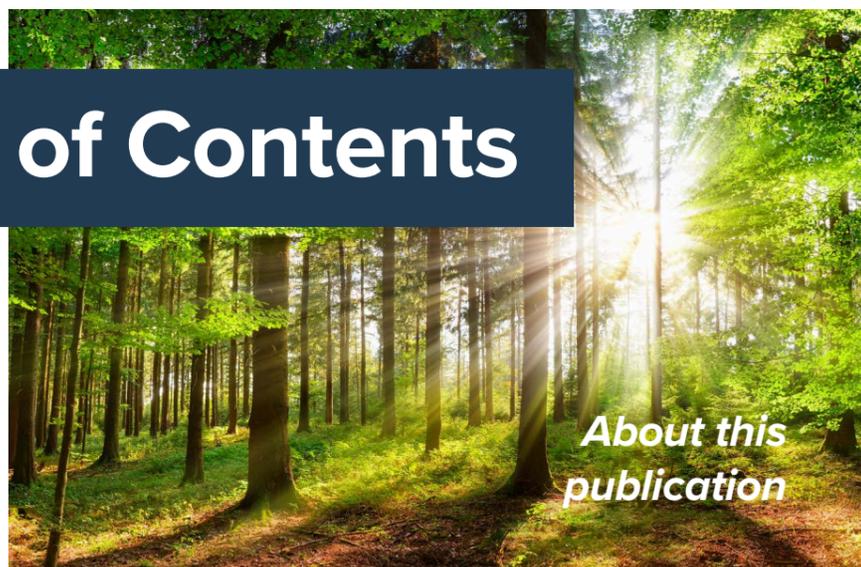
To that end, we know that the Coalition is only one part of the solution and our vision of full-sector transformation towards forest positive is not something our industry can achieve working on its own. We have been grateful for the opportunity to work with other key stakeholders in the forest positive landscape, from suppliers and traders to NGOs to governments and continue to engage in dialogue with them as we work towards our shared goal of a forest positive future.

In this publication, we hope to provide you with a deeper look at how our Coalition is taking collective action for forests and the communities that live and work in them, and to set an example in our industry on the future of sustainable business. Every journey begins with one step — and in our journey towards a forest positive future, ours is about being clear about where we've been, where we're going, and who has come along for the ride. We hope you'll join us.



**Didier Bergeret**, Director, Sustainability and Forest Positive Coalition, and **Debora Dias**, Senior Manager, Environmental Sustainability  
**The Consumer Goods Forum**

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### Abbreviations

AFi Accountability Framework Initiative

CGF The Consumer Goods Forum

DCF Deforestation- and conversion-free

EU European Union

FEFAC European Feed Manufacturers' Federation

FPIC Free, prior and informed consent

FPP Forests Peoples Programme

FSC Forest Stewardship Council

HRC CGF Human Rights Coalition — Working to End

Forced Labour

KPI Key Performance Indicator

NDPE No deforestation,

peat or exploitation

NGO Non-governmental

organisation

PIPs CGF Priority

Industry Principles

POTC Palm Oil

Transparency Coalition

PPP Paper, pulp and fibre-based packaging

RAN Rainforest Action Network

RSPO Roundtable on

Sustainable Palm Oil

SPLP Siak Pelalawan

Landscape Programme

SSCI CGF Sustainable

Supply Chain Initiative

STC Soy Transparency Coalition

TFA Tropical Forest Alliance

UN United Nations

WWF World Wildlife Fund

# A Word From Our Co-Sponsors and Co-Chairs



**Alexandre Bompard, CEO, Carrefour**

“The fight against deforestation is a fight for the legacy we leave to future generations. And it is urgent: every year, millions of hectares of forest are lost to deforestation. As consumer goods companies, we have a duty to society and to our customers to protect this legacy and to work towards a forest positive future. While many of us have taken individual actions, we know that it is simply not enough.

This is why Carrefour has decided to team up with the world’s leading consumer goods companies to influence the wider supply chain and catalyse multi-stakeholder action. As a Coalition of global brands and retailers, our various activities across the world and engagements with local actors and governments make us uniquely positioned to set up new market practices and drive transformational impact.

Together as a Coalition, we have aligned on a vision and an action plan to effect real, widespread change. The prerequisite to successful action is to ensure trust and accountability, which is why we have collectively taken a game-changing commitment to publicly and regularly report back on our actions. By working together, I am confident that we can make great strides toward the forest positive future we want and need.”



**Grant F. Reid, CEO & Director of the Board, Mars, Incorporated**

“Forests cover approximately 30 percent of the Earth. In 2019 alone, we lost more than 11 million hectares of tree cover loss due to shifts of land use to agriculture. That’s 1.5 times the landmass of my native Scotland. Forests influence rainfall patterns, water and soil quality and flood prevention. They nurture biodiversity, and serve as home and sources of income for millions of people. But the impact of deforestation

goes much further. If forests are cleared, or even disturbed, they release carbon dioxide and other greenhouse gases. There’s simply no way we can fight the climate crisis if we don’t stop deforestation.

Any company that is committed to having a positive impact on the planet and mitigating climate change must stop deforestation in their supply chains and beyond. The Forest Positive Coalition of The Consumer Goods Forum has committed to do just that. With the help of critical stakeholders we’ve developed a new theory of change to drive collective impact. Focusing on the suppliers and landscapes we buy from, we’ve created roadmaps that lay out unique plans by commodity. We’ve also set meaningful, standardized KPIs to drive change and track our progress.

Taking accountability includes a commitment to transparency. This publication gives a first comprehensive look at our ambitions and progress, covering performance on the ground, our procurement behaviours, and how we are allocating resources in our supply chains. We’ll seek to continue to build on this first effort, and appreciate feedback from our members and our stakeholders as we continue to drive change towards a forest positive future.”



**Christine Montenegro McGrath, Vice President and Chief Global Impact, Sustainability, Mondelez International**

“We know as individual companies we can only achieve limited progress in the fight against systemic issues like climate change. The Forest Positive Coalition of Action provides a critical opportunity to work in collaboration with the willing – both our members and our stakeholders – to enable a forest positive future. The power of our Coalition lies in our shared commitment to collective action. This type of partnership – combining our individual learnings with shared action-oriented approaches – can unleash our collective power to tackle this challenge and drive real change.

In our new Theory of Change and the Roadmaps, which were developed with input from key stakeholders, we outline a fundamental shift across our entire business models necessary to create forest positive businesses at scale. We believe it is our responsibility to proactively measure and share our progress. Understanding what is working and what is not will enable us to learn and adjust our interventions as we go forward. We must underpin our work with the transparency necessary to reinforce trust and accountability, and we welcome feedback for ongoing refinement as we create solutions together. While our individual reporting frameworks may lack harmonisation today, the ambition of this type of collective reporting is the level of partnership and transparency we hope to inspire across the industry as we invite others to join us in a shared vision of a forest positive future.”



**Bertrand Swiderski, Sustainability Director, Carrefour**

“This Coalition has proved to be a fruitful collaboration, with continued engagement from its 20 members. We have set the groundwork – in collaboration with our stakeholders – to enable a forest positive future.

We must now deliver on what we have set out to do and share our progress along the way. As we have built our Roadmaps in collaboration with stakeholders, we now must show our results. Transparency as an industry standard is lacking. As the world’s top consumer goods companies, ensuring transparent and timely reporting will ensure accountability and create ripple effects across the industry. This is one of the conditions that is key for a forest positive future.

Within the Coalition, we recognize that members are at different stages in their journey toward a forest positive future. We remain committed to demonstrating progress and see this as a concrete first step. With the continued engagements of members, we will progress over time and inspire others to join us on this journey.”

# About Our Coalition



Everyone has a role to play in the fight against deforestation, and consumer goods companies play an important one. Leveraging that role to help accelerate progress on one of the world’s most pressing challenges, The Consumer Goods Forum (CGF) Forest Positive Coalition of Action is a collective of 20 consumer brands and retailers committed to the same vision of a forest positive future — a future founded on forest protection, respect for communities and human rights, and sustainable business practices.

We know there is still a way to go before we reach a forest positive future: despite the progress made by the consumer goods industry against its goal to help achieve zero-net deforestation by 2020, the rates of deforestation that still exist worldwide make that clear.

Consumer goods companies are all at different stages in moving towards forest positive, each facing their own obstacles and opportunities in addressing the global challenge of deforestation. However, we believe that together, we can move further and faster on this forest positive journey than we ever can by working alone.

Our Coalition was launched in 2020 to align CGF members’ actions against commodity-driven deforestation and in doing so, accelerate their shared collective impact. Together, we are committed to moving quickly and efficiently in transforming four key commodity sectors towards forest positive: palm oil, soy, paper, pulp and fibre-based packaging, and beef. We understand the need to work collaboratively with multiple stakeholders and with high levels of transparency in order to achieve this vision. Our role as leading global brands, leveraging a collective market value of around US\$2 trillion, means we are in a unique position to drive collective action in and across sectors, including governments, civil society, and throughout supply chains, and encourage our

stakeholders to join us. We are only one part of the forest positive solution, but we are resolved to play our part to the best of our ability.

**Pursuing our Theory of Change**  
Underpinning the actions of our Coalition is our Theory of Change. It was clear from our inability to fully reach our 2010 commitment that our industry needed a stronger understanding of the systemic drivers of deforestation. As a result, over an 18-month period we developed our Theory of Change, with input from key stakeholders and experts, to help us identify key areas where we can best leverage our position as consumer goods companies on this issue (see Appendix 1).

Reflecting on the past 10 years, we learned that solely focusing on individual supply chains and relying on certification will not drive the full-sector transformation needed to end deforestation. The new Theory of Change captures our ambition to transition towards being forest positive businesses by encompassing two main strategies: the first focuses on supply chain management and the second on collaboration. By transitioning from deforestation- and conversion-free supply chains to deforestation- and conversion-free businesses, we are accelerating progress on our ambition to remove deforestation from entire supply chains and production operations. Additionally, in taking a more integrated land use approach instead of pursuing siloed, uncoordinated initiatives, we are able to strengthen our efforts by encouraging more transformational change in key production landscapes through greater stakeholder collaboration.

This Theory of Change is captured in our Coalition’s objectives: we are resolved to use our collective influence to drive and accelerate efforts to remove deforestation from not only our own commodity supply chains, but across our suppliers’ entire supply bases as well. We also commit to do so while ensuring positive social outcomes. We believe that our collective reach will enable us to make progress on four goals:

1. Accelerate efforts to remove commodity-driven deforestation from our individual supply chains.
2. Set higher expectations for suppliers and traders to act across their entire supply base.
3. Drive transformational change in key commodity landscapes.
4. Define measurable outcomes (Key Performance Indicators, KPIs) on which all members agree to track and report individually and collectively.

We have structured our Coalition to be able to meet these goals by working collaboratively in Working Groups specific to each of our key commodity foci as well as those dedicated to our four Coalition-wide Actions: Transparency and Accountability, Government and Stakeholder Engagement, Supplier and Trader Engagement, and Production Landscape Engagement. Finally, we have been able to leverage the expertise of our members, as well as that of our implementing partners, Proforest and the Tropical Forest Alliance, to drive informed action and alignment across the Coalition.

Collective action, alignment and harmonisation are key elements of our forest positive strategy as we recognise the need to bring together different players and initiatives for aligned, accelerated impact. Not only does this apply to the members and stakeholders of our Coalition, who collaborate by sharing knowledge and best practices, but it also applies to us as a Coalition within The Consumer Goods Forum: we are working in close collaboration with the

CGF’s Sustainable Supply Chain Initiative and Human Rights Coalition — Working to End Forced Labour, to ensure our forest positive approach incorporates a stronger approach to social sustainability and takes into account the wellbeing of communities that live and work in forests. This means ensuring the CGF Priority Industry Principles, which were developed in alignment with the UN Guiding Principles



The CGF Priority Industry Principles

on Business and Human Rights and International Labour Organization resolutions, are well understood and implemented throughout supply chains.

**Sharing our progress**  
Fulfilling our vision of creating a forest positive future

cannot be achieved without transparency and accountability. We recognise that more of both has been needed from our industry in the past and we are ready to make things right. We are committed to reporting regularly and publicly and with high levels of transparency about our actions and progress to build trust with our stakeholders, share the knowledge we gain from our collaboration and work on the ground, and to keep the public informed of our progress in fulfilling our commitments. This will also help us regularly review our collective progress and take action to ensure we stay on the forest positive path. As a Coalition of companies with different experiences in transparency reporting and methodologies, aligning on this commitment has been challenging at times, but we know it is one of the most critical steps we must take.

This first publication offers a comprehensive view to our strategy and the actions we have taken so far; however, more importantly, it sets the stage for future reports where we will share deeper insights about our Coalition-wide Actions and our collective progress against the Roadmap KPIs. Our Coalition is only at the beginning of our journey, and looking to the future, we are motivated by the resolve of our CEOs, Coalition members and stakeholders to make our ambitions a reality — we hope you will join us too.



# Coalition-wide Actions

## Supplier and Trader Engagement

*Transforming how we do business*

## Production Landcapse Engagement

*Driving positive solutions on the ground*

## Government and Stakeholder Engagement

*Facilitating and engaging in shared action*

## Transparency and Accountability

*Progressing on a clear approach*

### A Note From Our Partner



**Justin Adams, Executive Director,  
Tropical Forest Alliance**

"I welcome this publication from The Consumer Goods Forum's Forest Positive Coalition of Action, highlights the progress this new Coalition is making through collective action and committing to higher levels of transparency, accountability and transformative action to drive down commodity-driven deforestation.

The Coalition-Wide Actions lay out the progress, as well as the challenges, of delivering net-zero deforestation for the Coalition's four target commodities: palm oil, soy, paper, pulp, and fibre-based packaging, and beef. I applaud the commitment this group of leading companies is making to help drive full-sector transformation towards forest positive.

While there is still a long way to go to end deforestation, it is increasingly clear that we can only make more progress through the collective action of many, versus the individual efforts of a few. This report signposts the opportunities this new Coalition has to advance their collective efforts over the next few years and I look forward to supporting and following their journey towards a forest positive future."

# Supplier and Trader Engagement

*Transforming how we do business*

To achieve a forest positive future, we are transforming how we do business, and we expect and want everyone we work with – producers, traders and suppliers – to do the same. This mission means we are working to promote and adopt sustainable business practices both in our own supply chains and across our producers and traders’ supply bases.

Key to our approach is to take action, both collectively and individually, to communicate the forest positive commitment to our suppliers and traders – our “Coalition Asks” – to measure their performance, and to engage with them actively to drive and support progress driving sector-wide transformation. In our Commodity Roadmaps, we present our aligned Forest Positive Coalition Asks for suppliers and traders. In 2020 we took initial steps to advance towards these goals, collecting information on the performance of large traders by leveraging existing trader evaluation tools such as the Soy Transparency Coalition (STC) and the Palm Oil Transparency Coalition (POTC). The Roadmaps also emphasise the importance of collaboration across the supply chain to achieve sector-wide transformation, which drives our ongoing

engagement and dialogue with upstream suppliers and traders to identify areas where we can work together to advance on this journey.

As a Coalition, we believe that adopting forest positive business practices includes sourcing deforestation-free commodities but also working to support the communities who live and work in forests and plantations. An additional element of our approach to engaging with suppliers and traders is therefore focused on social sustainability and ensuring the implementation of fair and decent working conditions that respect human rights, in line with the CGF Priority Industry Principles against forced labour, which have been developed in alignment with the UN Guiding Principles on Business and Human Rights.

This transformation cannot be achieved overnight or by any one Coalition member acting alone. That’s why working as a Coalition to achieve this transformation is key – in working as a collective, we recognise the power we have as businesses to push the needle towards forest positive and encourage other key actors to join us.



“Tackling commodity-driven deforestation and its underlying drivers requires commitment and robust collective action. This Working Group brings together a diverse group of Coalition members under one canopy with a common aim; to take positive action in the landscapes where we can use our influence to have the strongest impact. We will seek to do this by creating a holistic, landscape-level approach that balances three objectives: enhancing production, conserving or restoring natural resources, and being inclusive of and creating value for smallholders, producers and local communities.”

*Natasha Schwarzbach, Global Sustainability, PepsiCo  
Anna Turrell, Head of Environment, Tesco*

As downstream actors in supply chains who purchase commodities and products from global suppliers and traders, consumer goods companies are more often than not largely removed from the on-the-ground realities and challenges of deforestation.

We know we need a stronger, more comprehensive approach to tackling the many drivers of deforestation, and we also know that action and transformation towards forest positive at the local level is critical. Despite being downstream actors in the supply chain, companies can engage with local governments, jurisdictions and communities in order to support collective action towards a forest positive future. One Coalition commitment is that all Coalition members will individually invest in an existing landscape engagement programme so that collectively, the Coalition is able to provide financial support for such engagement.

As a Coalition, we are focusing our production landscape engagement efforts on commodities, production processes, and landscapes that we know well and on which we can have a real impact. In 2020, we started this work by providing a modest collective investment to the Siak Pelalawan Landscape Program (SPLP) as the initial step in developing and deepening our production landscape strategy. The SPLP is a public-private partnership in the Siak district of Indonesia where Coalition members are collaborating with palm oil traders and suppliers, local governments and NGOs to drive positive environmental and social impacts on the ground via community-led programming. The

programme is set to continue through 2024, demonstrating the long-term commitment of companies to invest in sustainable, forest positive outcomes at the landscape level.

This year, our approach will focus on understanding where company investments can be best leveraged to support existing projects in production landscapes that focus on driving positive environmental and social outcomes, such as the SPLP. We have been surveying Coalition members to understand their current approaches to landscape engagement and whether they are already engaged in similar projects. We have also started engaging members in a series of workshops to define our collective ambition and our principles for investing. With this knowledge we plan to present a menu of recommended programmes to receive investments from individual Coalition members to our Coalition’s CEOs this June.

“The success of the Coalition is linked to our ability to share our ambition across all actors of the supply chain, particularly to those allowing members to act closer to the ground – traders and upstream suppliers. We therefore remain committed to these key actors to implement forest positive commitments across their entire commodity operations.”

*Scarlette Elizée, Sustainability Outreach Lead, Carrefour*

### The basic Coalition Asks:

- Public commitment to ‘deforestation-free’ across entire commodity business, including public time-bound action plan with clear milestones for meeting commitments
- Process for regular supplier engagement
- Mechanism to identify and to respond to grievances
- Support initiatives delivering forest positive development at landscape and/or sectoral level
- Regular public reporting against key KPIs

# Government and Stakeholder Engagement

*Driving and facilitating shared action*

**Deforestation has many drivers** in any given region and our Coalition is committed to helping create enabling environments that help bring about its end. We know that to achieve real impact on this issue, collective action and collaboration on the ground, governmental engagement at national and regional levels, and strong support from the investment community, are critical. As a Coalition we want to leverage our collective voice to advocate for a policy landscape that enables us to drive progress and achieve our commitments. As part of our government engagement strategy, we are focusing on building constructive dialogues with Brazil, China, Indonesia and the European Union (EU). With the support of the Tropical Forest Alliance, we have taken the initial steps to initiate constructive dialogues with the Brazil government, and CGF members, including those from our Coalition, endorsed a TFA paper calling on the EU to adopt a smart mix of measures to address imported deforestation.

It is also critical to build a constructive dialogue with key stakeholders, including non-government and civil society organizations, academia, research institutes and other experts in the field. We see these dialogues as a way to receive feedback on our plans, strengthen our strategy and approach, respond to specific questions and potential concerns, raise awareness about our approach and progress made, and identify concrete ways of collaborating. Thus far, this shared action has taken many forms: in 2020, we engaged with nearly 100 organisations across our industry, civil society, and governments as

We are committed to working with all relevant stakeholders to create an enabling environment to deliver on our collective engagements. To this end, we are engaging with producer and demand-side governments using our collective voice to drive a forest positive agenda. And through ongoing dialogue and engagement with non-governmental organizations and experts, we assure that the voices from the ground are heard and taken into account.

*Scarlette Elizée, Sustainability Outreach Lead, Carrefour  
Barbara Wettstein, Public Affairs Manager, Nestlé*

we have developed our Theory of Change, Commodity Roadmaps and Coalition-wide Actions. Additionally, we have found it useful in encouraging transparency to bring our stakeholders together for collective discussions on our actions, progress and strategy. Though our intention is to meet face-to-face, these dialogues have been virtual due to the ongoing COVID-19 situation. Despite these restrictions, we have so far held two such calls. In addition to being a space for knowledge-sharing and progress updates, they are also helpful opportunities for us to better understand our stakeholders' expectations around how they would like to be engaged and which tools will be the most effective for doing so. We also publish minutes and responses to the questions received to ensure transparency for all.

Finally, we also launched Evergreen, a space for the Coalition to share updates and learnings, and ask for feedback, as it continues to progress. Through Evergreen, we have shared the minutes from our collective stakeholder calls, monthly updates on the Coalition's progress, response to stakeholders' feedback on our Roadmaps, and more.

# Transparency and Accountability

*Progressing on a clear approach*

**While CGF members made progress** against the goal to reach zero-net deforestation by 2020, we have learned that acting on individual supply chains alone will not drive the transformation needed to achieve a forest positive future. In developing our Theory of Change and our Commodity Roadmaps, we have been transparent with each other and our stakeholders about the shortcomings of our 2010 commitment, and also about what we have learned from the progress we have been able to make against deforestation.

Critical to achieving success in our new approach is this commitment to transparency: we know that we — the consumer goods industry and our stakeholders — all must be more agile in our approach to addressing deforestation, and this agility requires honesty and accountability. We know we have to be candid about sharing what we learn, what is working well, and where we can improve.

We are also committed to being held accountable for our progress. One key element of our strategy is the commitment to define and report on measurable outcomes

in our Commodity Roadmaps. While Coalition members currently all have their own approaches to reporting, in aligning on a clear set of KPIs for each Roadmap, we as a Coalition seek to harmonise the reporting process so that all companies are providing data on the same figures. Our KPIs are notably not unique to our Coalition but are already embedded in existing reporting mechanisms: through our dialogues with key organisations, such as the Accountability Framework Initiative (AFI), we are connecting our collective reporting process with existing, relevant harmonisation efforts. With this alignment, our ambition is to not only increase transparency and work towards greater accountability, but we seek to reduce reporting burden, make reporting more agile, and allow companies to respond to requests for information more quickly. As a Coalition we want to be able to provide meaningful data that helps us measure our impact, which we will be able to see as our members fulfill their commitment to report against these KPIs both individually and collectively.

Through this improved transparency, we seek to increase the credibility of our collective voice and build greater trust in our new and existing relationships with our stakeholders, consumers and fellow Coalition members. We look forward to sharing the first collective progress report against our KPIs later this year.

## About Evergreen, our digital dialogue platform

- Launched in October 2020
- Easy to join as a group hosted on LinkedIn, one of the world's most accessible social networks
- Offers automatic translation for 60 languages, allowing us to connect with stakeholders worldwide in their native languages
- Open to all of our civil society stakeholders and Coalition members

“We’ve done the hard thinking to develop our Theory of Change – now we need to continue the hard work of driving real change and using our Roadmap KPIs to demonstrate we’re making the difference that matters.”

*Kevin Rabinovitch, Vice President of Global Sustainability, Mars, Incorporated*

# Commodity-specific Roadmaps and Reporting

[About the Roadmaps](#)

[Palm Oil](#)

[Soy](#)

[Paper, Pulp and Fibre-based Packaging](#)

[Beef](#)

[Download the Roadmaps](#)

## A Note From Our Partner



*Ruth Nussbaum, Group Director,  
Proforest*

“As we move beyond 2020 it’s important that The Consumer Goods Forum builds on the progress of the last decade while recognising that there is still a long way to go. We have learnt that transforming commodity production means working beyond individual supply chains, to collaborate in sectors and landscapes and this is demonstrated in the focus on supplier engagement and landscape programmes.

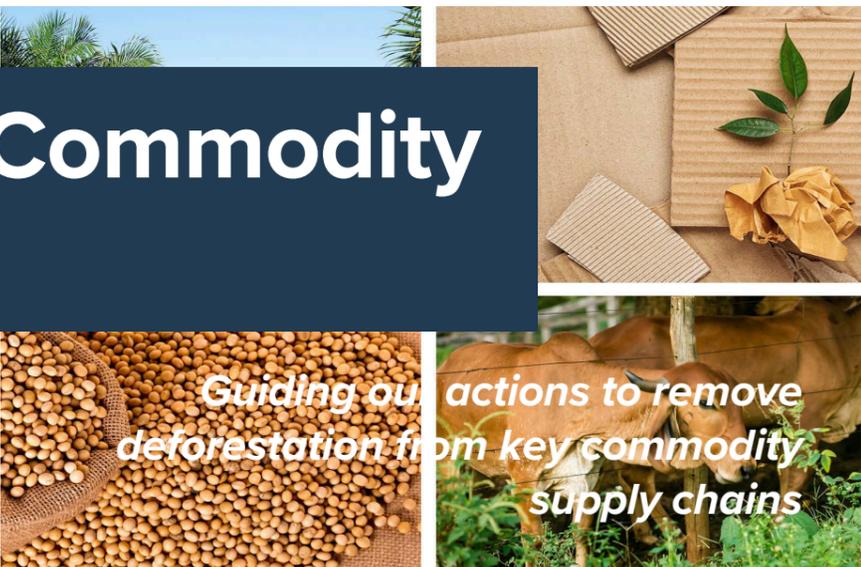
We have also learnt that success means recognising the interdependence of environmental and social outcomes, reflected in the shift to “Forest Positive”.

Proforest is pleased to partner with the Forest Positive Coalition, to use our technical expertise to turn companies’ aspirations into practical actions, supporting them in the hard work required to deliver on commitments.

At the end of the first year we can celebrate three important milestones. Firstly, that 20 companies have made a new level of commitment with detailed, public roadmaps outlining a plan of action. Secondly, they will be reporting implementation progress against a detailed set of KPIs in the public domain. Thirdly, we have several Working Groups collaborating on how to operationalise these commitments on the ground.

We have seen companies move from awareness to ownership of issues, to taking action within and beyond their supply chains. This progress is due to commitment from companies, who want to move at speed and collaborate to scale impact. Moreover, there is a willingness to engage a wide range of stakeholders and work with key partners such as the AFI.”

# About the Commodity Roadmaps



Guiding our actions to remove deforestation from key commodity supply chains

In order to guide members' actions to help reach a forest positive future by removing deforestation, forest degradation and conversion from key commodity supply chains, Roadmaps have been developed for each of the Coalition's key commodities: palm oil, soy, paper, pulp and fibre-based packaging, and beef. The Roadmaps have been designed to set out in detail what these commitments and actions are for each commodity, complementing the Coalition-wide Actions and providing sector-specific detail.

The Roadmaps are designed to be "living" documents that member companies will discuss, review and update regularly in order to be updated as the Coalition progresses in its actions and reporting against the KPIs.

Each Roadmap has been developed to reflect the specific realities and challenges of the particular commodity. They each build on five main elements that include actions for individual

companies to take in their own supply chains, and also beyond. As outlined in the Roadmaps, and reflecting the four Coalition-wide Actions, members will:

1. Manage their individual supply chains, working proactively to ensure their own supply bases meet the aligned commitments of our Roadmaps.
2. Work with traders and suppliers, engaging to implement the same commitments across their entire commodity operations.
3. Monitor production bases, actively identifying and responding to conversion as quickly and effectively as possible.
4. Engage in landscapes, working collaboratively with other actors to support forest conservation and restoration with positive outcomes for local communities.
5. Promote transparency and accountability, committing to regular reporting against agreed upon indicators.

Each of these five elements include commitments that all members agree to achieve; actions, both individual and collective, that members will implement in order to deliver on the commitments: KPIs on which member companies agree to report in order to provide transparency and demonstrate their progress. The implementation of the Roadmap elements is also going to be supported by the CGF Sourcing Guidelines for each commodity, which were developed to support the CGF's 2010 resolution and will be updated to reflect the Coalition's new strategy.



## Partnerships and consultations

With technical support from Proforest and the Tropical Forest Alliance, the Roadmaps have been developed with additional input from external stakeholders. Our Coalition also works closely with the CGF's Human Rights Coalition – Working to End Forced Labour, particularly on the topic of palm oil production, to ensure aspects of human rights-related issues are incorporated into our long-term roadmaps. While our Roadmaps mainly focus on the environmental aspects of the production, supply and trade of these commodities, we are also working to embed a strong focus on social outcomes. We particularly want to ensure the CGF's Priority Industry Principles are understood and incorporated throughout the Roadmaps.

To develop our first three Roadmaps, we consulted with dozens of stakeholders as well as companies in the supply chain, either formally or informally via discussions with Coalition members. Among our civil society stakeholders, we received feedback from 30 organisations\*:

- The Accountability Framework Initiative (AFi)
- Amazon Watch
- Canopy
- Conservation International
- Daemeter
- Earthqualizer Foundation
- Earthworm Foundation
- Environmental Paper Network
- European Feed Manufacturers' Federation (FEFAC)
- Forests Peoples Programme (FPP)
- Forest Stewardship Council (FSC)
- FEDIOL
- Friends of the Earth
- Grassroots
- Greenpeace
- ICV
- IDH, The Sustainable Trade Initiative
- Imaflo
- INOBU
- MightyEarth
- MYTransform
- Natural Resources Defense Council
- Oxfam
- Programme for the Endorsement of Forest Certification (PEFC)
- Rainforest Action Network (RAN)
- Roundtable on Sustainable Palm Oil (RSPO)
- The Nature Conservancy
- Verité
- World Wildlife Fund (WWF)

We wish to extend our thanks and appreciation to all of our stakeholders for their valuable insights and contributions.

\*Consultation does not imply endorsement.

## Guided By Our Coalition-wide Actions and the Five Elements of the Roadmaps

- Managing own supply chains;
- Working with suppliers and traders;
- Monitoring production bases;
- Engaging in production landscapes and regions; and
- Promoting transparency and accountability,

With individual and collective commitments, actions, and KPIs for each

# Palm Oil

“The energy and engagement has been hugely inspiring. We’ve listened deeply to stakeholders, monitoring providers and palm producers. We’re confronting the reality of how to take action head on, encouraging each other on the way. Our critical path in 2021 and our next phase of work is to ensure members internalise elements 1-3 of the roadmap and are clear how to execute in their respective businesses.”  
**David Pendlington, Global Sustainable Sourcing Director, Mars, Inc.**  
**Judith Batchelar, Director of Sainsbury’s Brands, Sainsbury’s**



**The palm oil industry has made** significant progress in addressing deforestation in recent years, particularly due to ongoing collaborative efforts between the public, private, and non-profit sectors. However, serious sustainability concerns — both social and environmental — still continue to impact palm oil production. As the world’s most traded vegetable oil, one that is widely used across the consumer goods industry, ensuring our palm oil supply chains are forest positive is one of the key ambitions of the Forest Positive Coalition.

Our approach to palm oil is motivated by our Coalition’s vision of full-sector transformation that leads to the end of commodity-driven deforestation. While progress is ongoing to certify some palm oil as sustainable or deforestation-free, we seek to avoid creating a two-tier market where consumers have to choose between certified “sustainable” or conventional palm oil supplies. In the sustainability landscape — concerning the palm oil sector and beyond — relying solely on certification cannot drive the transformation needed to bring about systemic change; additionally, that is why we are working with palm oil producers and suppliers to communicate our Coalition Asks and encourage them to adopt forest positive business practices across their entire supply base — so that not only will the palm oil that makes its way into our supply chains be forest positive, but all of our producer and traders’ palm oil supplies will be as well.

Our work on palm oil pays particular attention to monitoring and response concerns, focused on understanding how Coalition members and supply chain actors take action at the right place,

and in the right way to prevent future non-compliant deforestation. Working through this question has been a significant task among members, many of whom are all at different stages of the forest positive journey with respect to monitoring and how to respond to non-compliance. Through several workshops we have engaged with monitoring providers, palm oil producers, expert NGOs and suppliers to help us understand current and future best practices related to defining minimum monitoring requirements and activating a response framework when non-compliance is detected.

We have also held initial conversations with stakeholders on landscape engagement, and while our full landscape engagement strategy will be finalised in 2021, we were pleased to contribute an initial investment to the SPLP. Members of the Coalition are already engaged in this project, which is operating in the Riau province of Indonesia, one of the largest palm oil-producing regions in the country, and we are proud to support their ongoing collaborative efforts to support forest positive landscapes and palm oil production at the local level.

While the focus of the Palm Oil Roadmap is forest protection, we are well aware the palm oil sector also faces human rights issues, including forced labour and land conflicts linked to lack to Free, Prior

and Informed Consent (FPIC). However we also know that more visibility is needed on this issue as are greater dialogues among companies. Therefore, our Coalition is in dialogue with the CGF’s Human Rights Coalition — Working to End Forced Labour (HRC) whose mission is to eradicate forced labour from consumer goods supply chains worldwide. Focusing immediate action on palm oil, the two Palm Oil Working Groups from both Coalitions are working to ensure the HRC’s Palm Oil Roadmap is developed in close alignment with ours. This collaboration will help ensure that member companies can implement the two together, with the potential to integrate the documents once both have been developed.

Reflecting on the lessons we have learned since 2010, it is time for a new, forest positive approach to palm oil based on responsible production, fair labour practices, respect for land rights, forest restoration, and green, sustainable economic growth — and as a Coalition, we are ready to turn that approach into action.

## Guided By Our Coalition-wide Actions

- **Supplier and Trader Engagement:** In addition to Roadmap consultations and aligning on the Coalition Asks, we engaged palm oil traders and refiners in five workshops related to the minimum requirements for monitoring and common response frameworks.
- **Production Landscape Engagement:** The Coalition’s investment to the SPLP will support the adoption of forest positive palm oil production in the region.
- **Government and Stakeholder Engagement:** We engaged stakeholders and governments as part of our Roadmap consultation process.
- **Transparency and Accountability:** We published the first version of our Roadmap with a clear list of KPIs and engaged with members and stakeholders to develop a minimum requirements for monitoring and a common response framework specific to this sector.

## The Palm Oil Roadmap

The Palm Oil Roadmap was developed throughout 2020, and version 1.0 of the Roadmap was published in September that year.

Key voices in the palm oil sector were consulted in the development of the Roadmap, including AFi, Conservation International, the Earthqualizer Foundation, the Earthworm Foundation, Grassroots, Greenpeace, IDH, INOBU, Mighty Earth, MYTransform, Oxfam, RAN, and WWF, as well as supply chain companies.\*

The Palm Oil Roadmap includes 12 KPIs, the details of which can differ slightly for retailers and manufacturers. The Roadmap also includes KPIs for landscape engagement that have not yet been confirmed, though these are still under development.

- Progress of mills towards forest positive (or NDPE, No Deforestation, Peat, or Exploitation)
- Percentage traceable to mill
- Percentage traceable to FFB sources
- Percentage certified (Mass Balance or Segregated)
- Percentage of direct suppliers engaged and informed of Forest Positive Supplier Commitment and Coalition Ask
- Direct supplier performance against the elements of the Coalition Ask and changes over time including progress on delivery across entire palm oil business
- Upstream suppliers/traders prioritised and engaged (directly or via a collective approach) and informed of Coalition Ask
- Upstream trader performance against the elements of the Coalition Ask and changes over time including progress on delivery across entire operations
- Information being used to monitor deforestation
- Response to information on new deforestation
- Effectiveness of actions taken

Beyond the KPIs, the Roadmaps also include a series of public information requirements for individual companies, including public policy commitments to forest positive or NDPE goals, a summary of their time-bound action plan and grievance mechanism, and lists of suppliers and mills in their supply chain.

\*Consultation does not imply endorsement.

# Soy

“Our collective ambition is clear, our Soy Roadmap to guide our actions is ready and we are looking forward to accelerating progress on our commitments through time-bound action plans and clear targets. We focus on actions that add the most value towards a forest positive sector. Engaging key soy traders and suppliers, to establish common understanding of the commitments and co-build transformation solutions from the ground up, is a first priority for us.”

Jeroen Gerlag, Head of Corporate Responsibility, METRO AG  
Yann Vuillerod, Global Sustainable Sourcing Lead, Nestlé



In the last 40 years, soy production has increased rapidly and become one of the most globally consumed commodities. However, with this growth has come an increase in

sustainability risks, namely around deforestation and natural ecosystem conversion, as well as concerns about compliance with laws in producing countries, land grabbing and conflicts, misuse of pesticides, and workers' rights violations.

Several factors make tackling deforestation and other sustainability risks in soy production particularly challenging in comparison to other commodity supply chains. The complex set of actors involved, the different levels of transformation creating direct and indirect soy supplies, and the great distances, often across borders, that soybeans can travel before such transformation means it can be very difficult to know how much soy is in companies' supply chains, where it comes from, and who produced it. For consumer goods companies working to remove such deforestation risks from their soy supply chains, these challenges can make it difficult to establish relationships across the supply chain and to build leverage to drive change.

However, the unique challenges of the soy sector also pose opportunities for consumer goods companies and other stakeholders to act. Understanding the critical need for a sustainable soy sector, our Coalition has decided to tackle these challenges head-on through collective action in order to drive full-sector transformation towards forest positive. For example, the concentration of soy production and of conversion of natural ecosystems to

soy in just a few countries and regions within those countries makes the necessary task of identifying strategic landscape engagement opportunities on soy more straightforward and efficient. As a Coalition we have already taken advantage of this fact by identifying the Brazilian Cerrado and Gran Chaco in Argentina and Paraguay as our initial focus. In the future, other areas could be included such as the Amazon outside Brazil and prairies in North America. We already had starting initial dialogues with the Brazilian government as we focus on key soy landscapes in the country such as the Cerrado. Members of our Coalition have also been able to advocate for downstream positive change by calling on the EU government to take a “smart mix” of legislative action against imported deforestation.

Advancing on one of the priorities of the soy roadmap – supply chain collaboration – we have had several meetings with key initiatives in the soy sector. For instance, we actively contributed to the review of the FEFAC (European Feed Manufacturers' Federation) Soy Sourcing Guidelines, which has now stronger alignment with our ambition. We are also in close engagement with the Soft Commodities Forum, to identify key areas for collaboration and develop a common workplan.

We are confident that by complementing the actions of individual members and complementing it with collective action can have a real impact in transforming the soy sector and pushing the needle towards forest positive.

## Guided By Our Coalition-wide Actions

- **Supplier and Trader Engagement:** We engaged with suppliers, traders, as well as associations including the Soft Commodities Forum, as part of our Roadmap consultations and alignment on the Coalition Asks.
- **Production Landscape Engagement:** We're engaging in dialogues at the Coalition level to determine how we can make the best impact on the soy production landscapes, and beginning to investigate solutions with upstream stakeholders such as key traders and local expert organisations.
- **Transparency & Accountability:** We published the first version of our Roadmap with a clear list of KPIs.
- **Government and Stakeholder Engagement:** In addition to engaging with governments and stakeholders as part of our Roadmap consultation process, CGF members, including members of our Coalition, endorsed a position paper from the Tropical Forest Alliance urging the European Union to address imported deforestation with a “smart mix” of legislative measures. We also initiated specific engagement with the Brazil government.

## The Soy Roadmap

The Soy Roadmap was developed throughout 2020, and version 1.0 of the Roadmap was published in November that year.

Key voices in the soy sector were consulted in the development of the Roadmap, including AFi, Amazon Watch, Earthworm Foundation, FEDIOL, FEFAC, Greenpeace, ICV, Imaflo, Mighty Earth, RAN, and The Nature Conservancy, as well as supply chain companies.\*

The Soy Roadmap includes 8 KPIs, the details of which can differ slightly for manufacturers who buy soy directly, and for those who are users of embedded soy and retailers. The Roadmap also includes KPIs for landscape engagement that have not yet been confirmed, though these will be confirmed later in 2021.

- Percentage with known origin
- Percentage from high-risk or unknown origins
- Progress on ensuring soy is deforestation- and conversion-free (DCF) for high-risk areas
- Percentage DCF supply from high-risk areas
- All: Percentage of tier-one suppliers to whom the Coalition Ask and its implementation have been communicated
- Direct soy: Performance of T1 suppliers against Coalition Ask including progress on delivery across entire operations
- Embedded soy/retailers: Upstream suppliers/traders sourcing from high-risk origins that have been engaged and are being evaluated
- Embedded soy/retailers: Performance of upstream suppliers/traders against Coalition Ask including progress on delivery across entire operations

Beyond the KPIs, the Roadmaps also include a series of public information requirements for individual companies, including public policy commitments to the forest positive goals, a summary of their time-bound action plan, soy footprint and methodology, and supplier lists.

\*Consultation does not imply endorsement.

# Paper, Pulp and Fibre-based Packaging

*“We have a responsibility to influence forest management beyond simply replanting trees. Responsible land use management includes operational planning, reducing GHG-emissions, protecting biodiversity, providing recreation and respecting the wishes of local communities. Let’s make this the norm for business.”*  
Sofia Kringsman, Public Affairs Director, Essity



**The pressure on forests** continues to grow, not only on the raw material itself but also the land it occupies. As the world’s population continues to grow so does the demand for wood based products such as timber, biomass and pulpwood are only a few examples of wood use but the pressure does not stop there. The Coalition’s approach to PPP focuses on responsible forest management in order to sustain their health and keep forests as forests -- we believe this is one of the best ways to help increase the value of standing forests. This includes reducing GHG-emissions, protecting biodiversity, providing recreation and respecting wishes of local communities. At the same time it and help protect them from illegal logging, conversion to other uses, degradation and other non-sustainable activities.

Fortunately, PPP supply chains are well on their way to implement systems and solutions to combat deforestation in many of the areas where wood-based raw materials are sourced. Forest certification is a key element to the development of forest positive PPP supply chains, and third-party verification systems have been developed with the purpose of assuring the buyer that a product originates from a forest and supply chain that is managed responsibly, which should balance environmental, social and economic needs. In recent decades, successful progress has been made towards the goal of increased certification. Transparency and traceability within the supply chain are key requirements to verify that the fibre is sourced in an environmentally, economically and socially responsible way.

Still, given that only a fraction of the world’s forests are certified, this remains a critical task. As a result, central to the Coalition’s approach to the PPP sector is continuing to promote credible certification where applicable. As is with the palm oil sector, we’re also aligning closely with the SSCI as it works to drive harmonisation among the many certification schemes on the market. Furthermore, there are places where engagement beyond certification is needed to tackle underlying governance issues and drive important change. We therefore see the need to actively promote for more sophisticated solutions that include approaches to deforestation, degradation, and improved forest management, as well as forest positive conservation efforts in prioritised sourcing areas, while all the while working to ensure all stakeholders are involved in this process.

The PPP Roadmap, published in March 2021, outlines this need to pursue both increased certification as well as continued engagement with suppliers and traders, civil society stakeholders, and governments to ensure the forest positive production of PPP from forests where we source our raw materials. Furthermore, the PPP Roadmap outlines the need to work towards increased transparency and traceability in the sector, to optimise fibre use, and to engage in priority landscapes and regions to promote responsible forest management, forest protection and restoration and drive transformational change.

The PPP Working Group is focusing initially on packaging and more specifically in the virgin fibre content, as this is an area with

significant collective leverage. However, we also acknowledge the need to implement forest positive commitments individually across all forest products and the recovered fibre content. The scope of collective action within our Coalition will gradually expand to include all paper, pulp and fibre-based products.

## Guided By Our Coalition-wide Actions

- **Supplier and Trader Engagement:** We are engaging in ongoing conversations to define our collective approach to supplier and trader engagement in the PPP sector.
- **Production Landscape Engagement:** We’re engaging in dialogues at the Coalition level to determine how we can make the best impact on PPP production landscapes.
- **Government and Stakeholder Engagement:** We engaged with governments and stakeholders as part of our Roadmap consultation process. We initiated collective engagement with the certification schemes and other key stakeholders and identified potential opportunities for collaboration.
- **Transparency and Accountability:** We published the first version of our Roadmap with a clear list of KPIs.

## The Paper, Pulp and Fibre-based Packaging Roadmap

The PPP Roadmap was developed throughout 2020 and 2021, and version 1.0 of the Roadmap was published in March 2021.

Key voices in the paper sector were consulted in the development of the Roadmap, including AFi, Canopy, Earthworm Foundation, Environmental Paper Network, FPP, FSC, Friends of the Earth, Natural Resources Defense Council, PEFC, RAN, and WWF.\*

The PPP Roadmap includes 8 KPIs, the details of which can differ slightly for retailers and manufacturers. The Roadmap also includes KPIs for landscape engagement that have not yet been confirmed, though these will be confirmed later in 2021.

- Percentage recycled and percentage virgin fibre
- Percentage of virgin supply certified and percentage per scheme and chain of custody model
- Percentage of supply from high-risk sources
- Actions being taken for supply from high risk sources
- Proportion of suppliers informed about the forest positive suppliers approach
- Number or proportion of suppliers identified as priority for engagement, and percentage engaged
- Performance of engaged suppliers and changes over time including progress on delivery across entire business

The Coalition can also report collectively on engagement and progress for key upstream actors (e.g. mills). This could also include progress of collaboration to address sector-wide issues.

Beyond the KPIs, the Roadmaps also include a series of public information requirements for individual companies, including public policy commitments to the forest positive goals, a summary of their time-bound action plan, PPP footprint and methodology, and supplier lists

\*Consultation does not imply endorsement.

# Beef

We are confident that the collective work of companies in the beef supply chain will help us accelerate our individual efforts towards a forest-positive future. There have been great developments in the beef sustainability agenda we can build on and help bring to a larger scale. Our goal is to be part of the solution to the existing sector-wide challenges.

**Pedro Amaral, Senior Sustainability Manager, Mars, Incorporated**  
**Matthieu Riché, Director of Corporate Responsibility, Groupe Casino**



When we launched the Coalition in September 2020 at Climate Week NYC, we shared our ambitions to transform our key commodity supply chains towards forest positive. At the time, our focus was on three commodities, but we have expanded our scope to also focus on beef. While our Coalition does not have a particularly large beef footprint, we recognise the urgent need to address the deforestation risks associated with beef production. Our Beef Working Group was developed as a result and — given the large scale of this challenge but the limited relevance to our Coalition's current members — we have, for now, opened this group to CGF members and non-members in order to start engaging companies on this critical task immediately.

With the Working Group launched in January of this year, we have been quickly aligning on a process for developing our own Beef Roadmap and to begin implementing key collective actions in parallel. For instance, undertaking a similar exercise for the evaluation of large and mid-sized meat packers as was done for the other commodities by working with 3Keel to help us understand the best practices and existing gaps in the sector, which help inform the Working Group strategies.

We're looking forward to sharing more details about our progress in this sector this year and building our relationships with stakeholders in this space. Interested parties are welcome to contact us for further information about how to engage at [forestpositive@theconsumergoodsforum.com](mailto:forestpositive@theconsumergoodsforum.com).

## Guided By Our Coalition-wide Actions

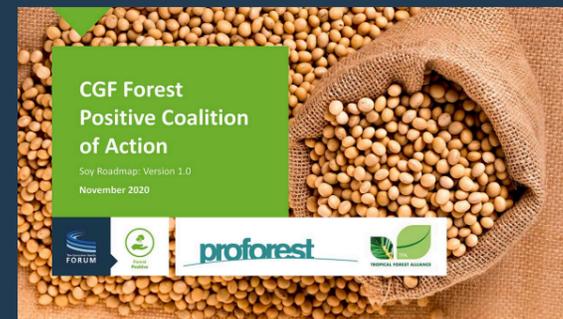
- **Supplier and Meatpacker Engagement:** To benchmark the best practices in the beef sector in Brazil, we have collectively engaged with 20 meatpacking companies who together operate and source from over 100 meatpacking plants in the Amazon and Cerrado biomes. This process was led by 3Keel and sought to gather intel on how illegality, deforestation and human rights issues are already been dealt with Brazilian actors. This work is informing the development of the Beef Roadmap, whilst the assessment process also helps send a collective market signal to companies in Brazil about the Coalition's ambitions around beef.
- **Production Landscape Engagement:** We are collectively engaging in dialogues to understand our best course of action to support production landscapes, alongside the Coalition's Soy Working Group, given the common producing countries of interest.
- **Government and Stakeholder Engagement:** We are beginning to join the Soy Working Group in their engagement and dialogues with key governments and stakeholders, particularly in Brazil. We have also organised meetings with stakeholders working in the beef and deforestation agenda in Brazil, notably NWF, Imaflora, and WWF.
- **Transparency and Accountability:** We plan to release our Roadmap in September 2021.

## Download the Commodity Roadmaps

*Click on each image to join our forest positive journey*



[Palm Oil Roadmap v1.2](#)  
*Finalised September 2020*



[Soy Roadmap v1.1](#)  
*Finalised November 2020*



[PPP Roadmap v1.0](#)  
*Finalised March 2021*

**Beef Roadmap v1.0**  
*Coming September 2021*

# Transparency Reporting



Progress Update on Public Reporting for

Palm Oil

Soy

# Transparency Reporting

## Advancing on our transparency commitments

**Central to our Coalition's Theory of Change** is building greater transparency about progress with implementation of forest positive commitments. Our Coalition member companies are committed to reporting publicly against the KPIs in the Commodity Roadmaps for commodities which are material to their operations. This will begin in full in Q2 2021 as data from 2020 becomes available and is analysed. However, many member companies are already reporting on many of the KPIs on their own websites or via platforms such as CDP Forests. See below for links to this information.

Furthermore, companies have joined the Forest Positive Coalition to participate in developing and implementing collective strategies to remove deforestation from key commodity supply chains. However, not every commodity that the Coalition focuses on is material to every member company's business. A commodity can be not material within the context of the Coalition because:

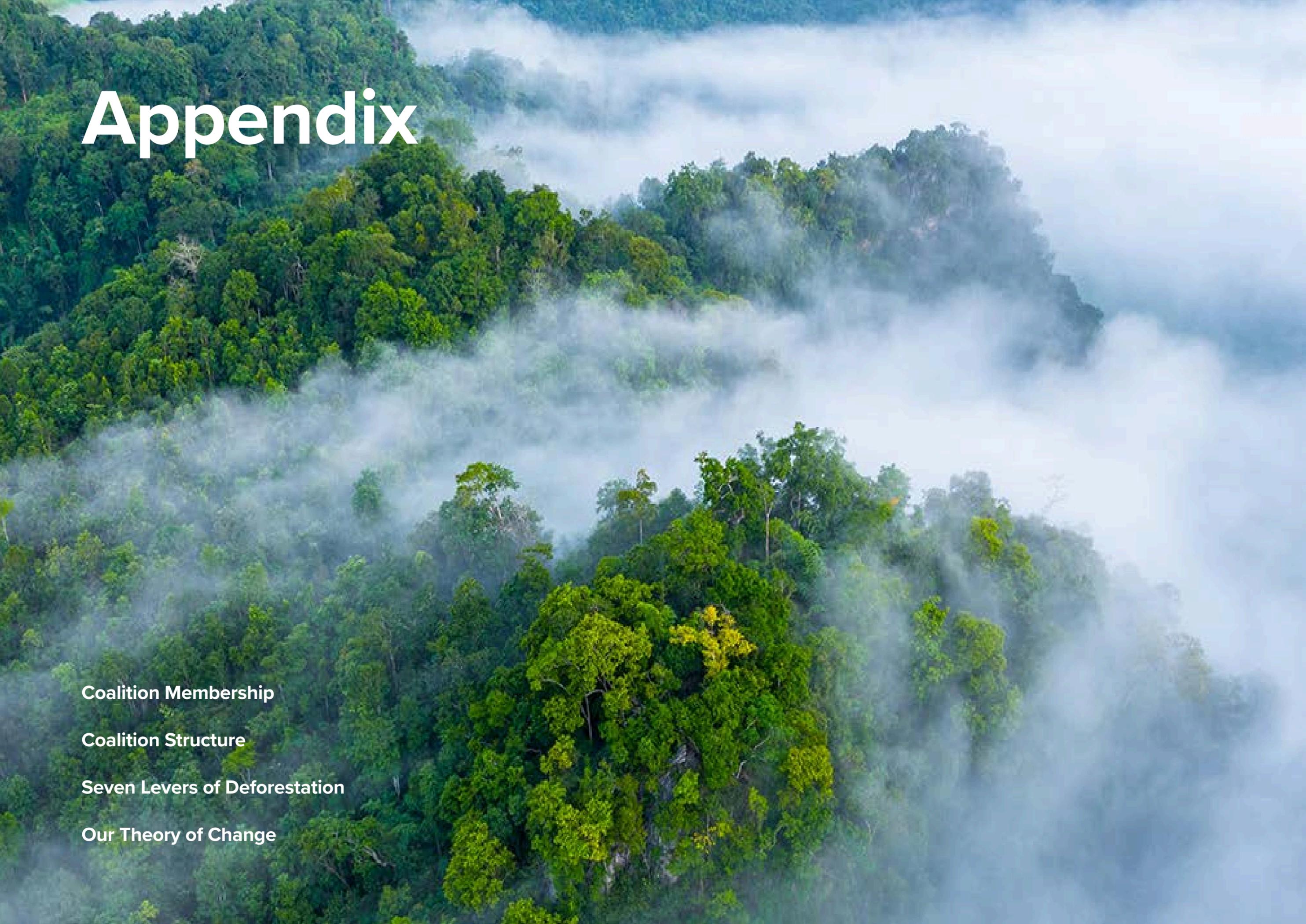
- The company does not buy that commodity at all;
- The company does not buy that commodity in significant volumes;
- The company is still developing its internal strategy for that commodity; or
- The company is committed to other efforts covering that commodity outside of the Coalition.

**Note:** With the PPP Roadmap and its KPIs finalised just prior to this publication, and the Beef Roadmap and its KPIs still in development, this publication includes only links to companies' existing public reports for palm oil and soy.

A more comprehensive report capturing the Coalition's approach to transparency efforts will be available in September.

		Palm Oil	Soy				
General Mills		<a href="#">Palm Oil Statement Sustainability</a>	Not material				
Grupo Bimbo		<a href="#">Action Plans</a>	<a href="#">Action Plans Global Agricultural Policy</a>				
Jerónimo Martins		<a href="#">Zero-net deforestation policy (includes link to CDP Forests 2020) Annual Report 2020</a>	<a href="#">ACOP 2019</a>	<a href="#">RTRS 2019</a>			
Mars, Incorporated		<a href="#">Deforestation Policy Plan for Palm Oil Sustainability Supplier and Mill List Supplier List (Powerpoint)</a>	<a href="#">Soy Sourcing &amp; Deforestation Action Plan Action Plan 2019 Update Sourcing Data for Soy 2019 CDP Report 2020</a>				
METRO AG		<a href="#">Sustainably Certified Palm Oil</a>	<a href="#">Soy Sourcing Policy</a>				
Mondelēz International		<a href="#">Palm Oil</a>	Not material				
Nestlé		<a href="#">Creating Shared Value No Deforestation Progress 2020 Nestlé in Society 2020 Sourcing Palm Oil Responsibility Nestlé Progress Stories (Word)</a>	<a href="#">No Deforestation 2020 Progress Report Sourcing Soya Oil Responsibility</a>				
PepsiCo		<a href="#">Palm Oil Progress Report Global Policy on Sustainable Palm Oil 2019 ACOP Report</a>	<a href="#">Deforestation Overview</a>				
Procter & Gamble		<a href="#">Palm Oil Overview</a>	Not material				
Reckitt		<a href="#">Natural Raw Materials Sourcing Standard Sustainability Protecting Ecosystems in Our Value Chains ACOP Reports</a>	<a href="#">Protecting Ecosystems In Our Value Chains</a>				
Sainsbury's		<a href="#">Our Palm Oil Story</a>	<a href="#">Soy Roadmap</a>				
Sodexo		<a href="#">Palm Oil Policy Universal Registration Document 2020 (p. 53)</a>	<a href="#">Policy for Soy coming soon Deforestation policy (with soy in scope) Reporting coming soon</a>				
Tesco		<a href="#">Palm Oil Policy</a>	<a href="#">Soy Policy</a>				
Unilever		<a href="#">Sustainable Palm Oil Sustainable Living Plan 2010-2020 (with 2020 report)</a>	<a href="#">Sustainable Sourcing Report Soy Supplier Disclosure 2010-2020 Sustainable Living Plan Achievements 2019 CDP Forests Report</a>				
Walmart		<a href="#">ESG Report ESG Reporting Data</a>					
Asia Pulp & Paper (APP) Sinar Mas		Not material	Not material				
Carrefour		<a href="#">Universal Registration Document 2019 Global page for Palm Global page for Soy</a>					
Colgate-Palmolive		<a href="#">Palm Oil Policy</a>	<a href="#">Soy Procurement Policy</a>				
Danone		<a href="#">Universal Registration Document 2020 (Section 5.3 – Preserve &amp; Renew the Planet's Resources) Palm Oil Forest Policy</a>	<a href="#">Soy Policy</a>				
Essity		Not material	Not material				

# Appendix



**Coalition Membership**

**Coalition Structure**

**Seven Levers of Deforestation**

**Our Theory of Change**

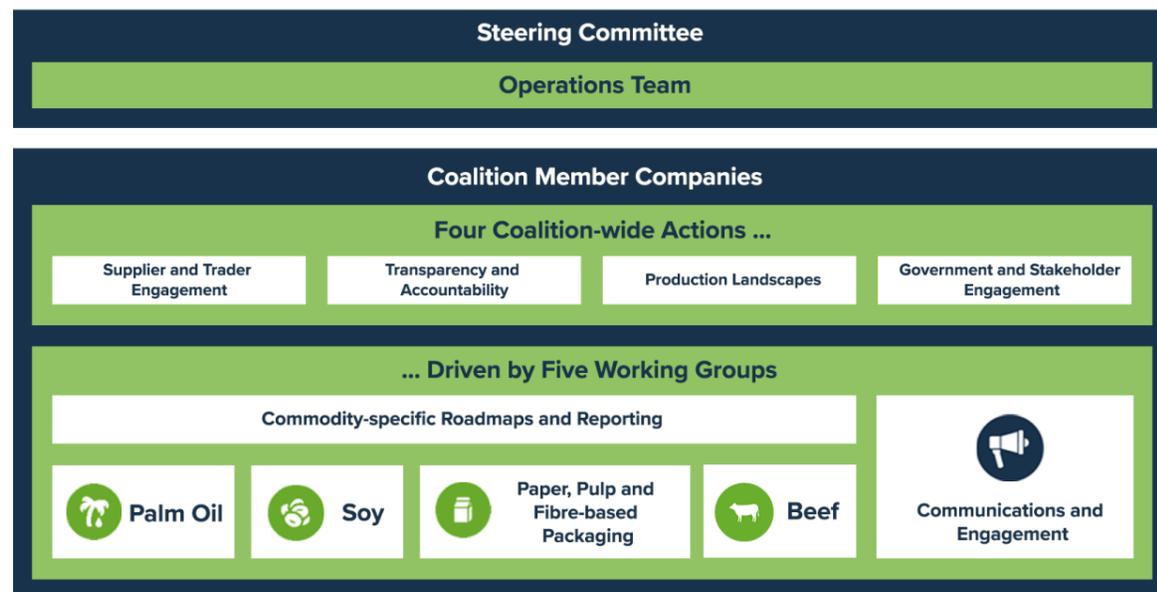
# Appendix

## Coalition Membership\*



\* As of March 2021

## Coalition Structure

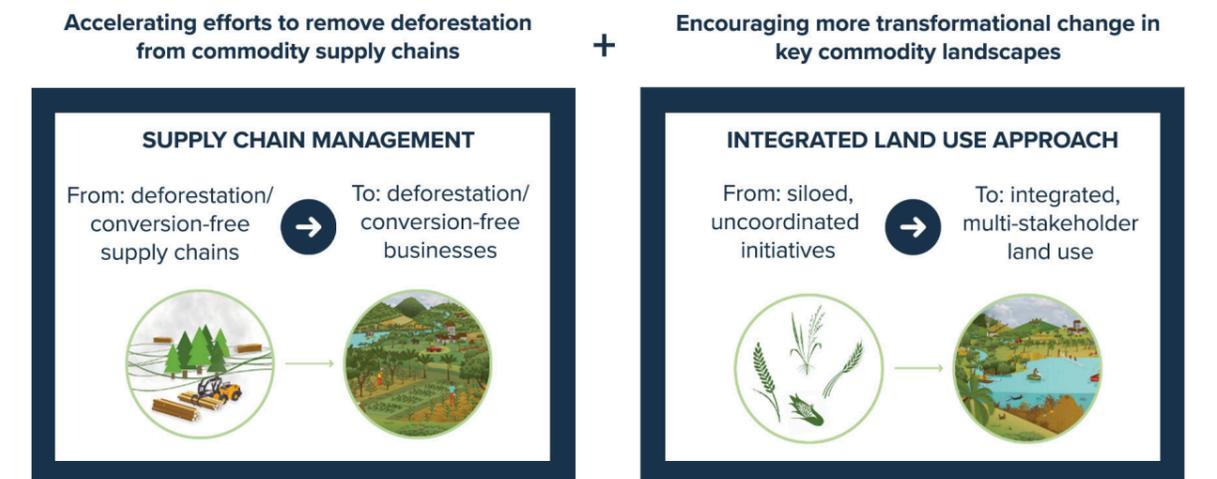


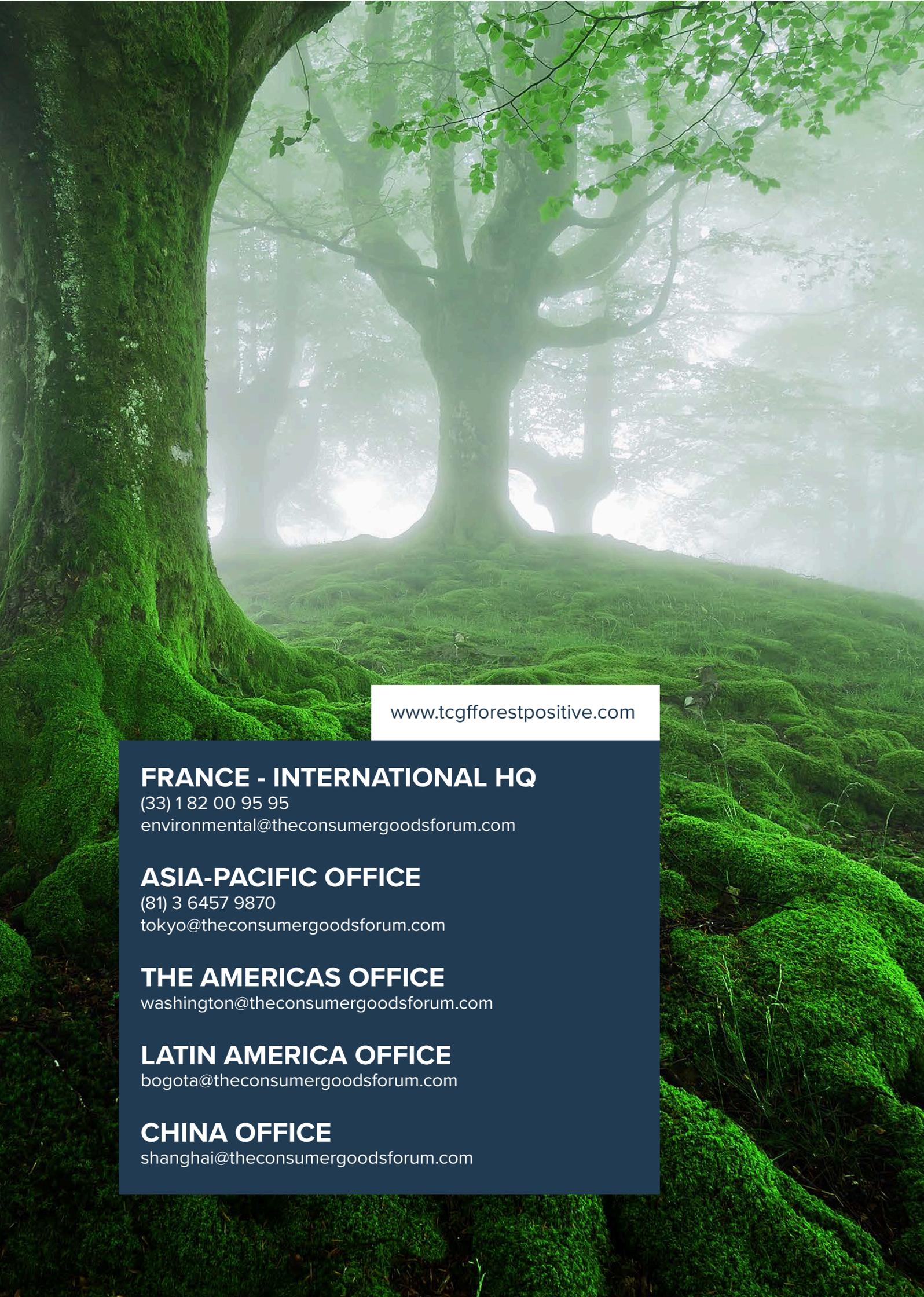
## Seven Levers of Change

Based on 18 months of consultations, the Seven Levers of Change were identified which are needed to support the transition to forest positive. Some of these can be led by supply chain companies, while others need leadership from other stakeholders. We identified that the first three levers are the best areas in which we can act to tackle commodity-driven deforestation as companies.

- 1. Supply Chain Management** – from producers through traders and buyers, implement policies and practices that incent conversion free production and dis-incent production linked to conversion.
- 2. Jurisdictional Wins** – intense focus on the supply side levers (1, 2 and 3) in a specific geography to create success stories to protect key places and catalyze further action.
- 3. Forest Positive Policies** – for producer countries, narratives about standing forests as a resource, not an obstacle to economic development that catalyzes political will. For developed countries, trade policies supportive of protection and restoration.
- 4. Reduce Dependence** – identify ways to shift demand away from materials driving forest risk to those with low forest risk – avoiding other sustainability impacts.
- 5. Demand Shift** – create a desire to protect forests in consumers and then wherever it exists, convert that latent desire into product choices.
- 6. Capital Markets** – for financial institutions attached to supply chains, shift capital towards conversion free production and away from conversion.
- 7. Carbon Markets** – expand the scope of global carbon markets (both compliance and voluntary) and recognize forest carbon in those markets –e.g. REDD+.

## Our Theory of Change





[www.tcgfforestpositive.com](http://www.tcgfforestpositive.com)

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