

Better Business through Integrated Landscape Management: An Executive Roundtable

*Organized by 1000 Landscapes for 1 Billion People
November 18, 2021*

Roundtable Summary

- 1. Purpose of the meeting.** The meeting brought together senior business leaders (listed below) to discuss their practice of integrated landscape management (ILM), with three key objectives:
 - i) assess the value of landscape partnerships in their strategies
 - ii) share experiences of companies already working with landscape partnerships to and lessons learned to meet their business objectives
 - iii) generate insights for the 1000 Landscapes for a Billion People (1000L) initiative to develop practical tools and services that can support businesses in their landscape strategies.Feedback from the participants through knowledge sharing and discussion provided input for the 1000L initiative to consider how to support business needs through practical actions and tools to better support landscape partnerships implementing ILM.

- 2. Agenda.** After initial introductions, three speakers briefly described their experience of business in landscape partnerships. Sara J. Scherr of EcoAgriculture Partners provided a [global overview](#), Kennedy Ntoso of Olam presented on the Sui River [Cocoa landscape in Ghana](#), and Natasha Schwarzbach of PepsiCo on Palm oil in the [Aceh Tamiang Compact, Indonesia](#). This was followed by feedback from participants on their experience and interest in landscape-scale approaches. The meeting closed with a discussion of collaborative action: How could 1000L help companies working in landscape partnerships?

- 3. Experiences and suggestions shared.** Highlights of the conversation included:
 - **H&M** currently considering frameworks for calculating and compensating their climate and biodiversity goals. These would be the basis for making investment decisions. . Due to the nature of their supply chains, working mainly through partnerships, such as with WWF in India.
 - **IDH's** experience has demonstrated that they can scale up experiences for developing sustainable commodity chains through financial mechanisms, incentives, and support by bringing in the non-agricultural actors within a landscape into the discussion. It's not sufficient to work with only the buyers or private sector; change must be maintained over time with land users through incentives.
 - **Clarmondial** sees a need for corporates to consider their work differently and financial institutions to adjust their practices. This change in business is difficult and takes time but is

necessary and they are working on supporting that transition. However, risk and return profile and business cases for interventions are not always clear.

- **Nestlé** is working through Nature-Based-Solutions (NBS) at a landscape level through their insetting frame, project design, and forest-positive strategies. They are considering how to integrate the landscape element into their forest positive strategy and by moving beyond supply chain approaches. They are currently piloting this approach in different landscapes, however their key challenge is considering how to work across companies and commodities.
- **Kingfisher Intl**, a retailer, has developed a 2025 forest positive strategy, having also committed to Forest Allies, a Rainforest Alliance initiative for ILM with communities focused in the tropics. This is a Community of Practice in which members share their lesson learned, and this participation has generated enthusiasm to find ways to secure their supply chain. They have also seen individual companies replicating their core approach, and they are excited to drive action and replication outside the company.
- **Livelihoods Fund** has realized that 20+ years is needed for landscape projects, and the private sector cannot do it alone. Credible grassroots organizations are needed to make it work, and it's important to find the right partners. Key performance indicators (KPIs) are difficult to develop for biodiversity and deforestation. Livelihoods Ventures are now working on a blended finance mechanism to accelerate the transition to regenerative agriculture. with industry & retailer leaders (<https://op2b.org/>).
- **Lush** have funded learning and demonstration sites for regenerative models and realized that these alone cannot cover an entire landscape. They shifted to funding long-term contracts and paying up front for materials to de-risk investments for producers, and other innovative approaches.
- **Neutral Company** highlighted that price premiums need to be paid to organic farmers to make up for the losses of productivity. The company re-invented its product line to use sustainably sourced cotton.
- **Organic Cotton Accelerator** works with companies to commit to procuring, buying, and investing for organic sustainable cotton that supports farmers. Livelihood diversification and market premiums are a trend. It is currently considering how to expand into landscape-scale initiatives and sees the need for partnerships to deal with water and biodiversity issues.
- **Landscape Enterprise Networks (LENs)** have a model focusing on community-centric green commerce and providing scalable networks between business and ecosystem needs in a landscape.

4. Suggestions for strengthening business engagement in 1000L. The 1000L initiative began in 2020 to strengthen landscape partnerships around the world in their pursuit of their participatorily-defined goals. Ongoing work focuses on developing a digital platform with tools and resources to assist partnerships, capacity development, mobilization of finance for landscape investments, and a global action network (www.landscapes.global). Roundtable participants suggested several possible ways that 1000L could strengthen its value for businesses:

- Develop a community of practice on Business for Landscapes

- Bring in different industries for cross-commodity discussions
- Share case studies and best practices of working models on the ground, M&E, and lessons learned working with different stakeholders, including communities and governments
- Map established landscapes with good governance with raw materials that can be sourced
- Map the system and provide an overview of existing projects, financial products/mechanisms, and funding sources for landscape initiatives. Potentially explore connection with learnings from Consumer Goods Forum landscape working group.
- Analyze how existing initiatives (TRASE, GHGP, SBTi, LandScale) could be further developed and used to highlight and help working through landscape approaches
- Engage in accounting standard setting process to highlight landscape approaches are needed for agriculture and food
- Propose models for how financial mechanisms can be used to support a wide range of partners in landscapes
- Support provision of market linkages for smallholder farmers
- Create spaces and enabling conditions for SMEs to do joint purchasing and projects
- Co-design tools and services of practical value to businesses in landscape partnerships.
- Innovate business finance within broader landscape investment strategies.

5. Next steps. In 2022, the 1000 Landscapes initiative will follow up with interested business leaders who participated in the Roundtable to co-design business-related strategies and activities for 1000L. 1000L will also continue sharing resources of interest and post on the event [webpage](#).

6. Participants.

Adams, Annie, Senior Advisor for Forestry, Kingfisher plc, UK

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Servat, Eric, Sustainable Sourcing Vice President, Livelihoods Funds, France

Vollaard, Bart, Executive Director, Organic Cotton Accelerator, the Netherlands

Zollinger, Michele, Nestlé, Global Sustainable Sourcing for Pulp and Paper & Climate Lead, USA



Organizers

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Scherr, Sara, President and CEO, EcoAgriculture Partners, USA

Shames, Seth, Director of Finance and Policy, EcoAgriculture Partners, USA

Joseph, Varun, Program Officer, Materials, Laudes Foundation, India