

## “Zero deforestation is the new operational norm”

Jonathan Horrell, Director Global Sustainability, Mondelēz International

### ► Why did Mondelēz commit to zero deforestation?

It is not in our best interests to have deforestation in our supply chains. Our efforts to address this date back to individual projects in the 1990s; in 2004 we engaged with the responsible sourcing of cocoa and coffee, initially via third-party certification. This helped us develop our first target-led corporate sustainability commitments for 2005–10, and now on to 2020. Our specific commitment is to address deforestation in our key supply chains and, as progress is made on the ground, to track and report the resulting reductions in our carbon footprint. In the past 12 months, this has been intrinsically embedded in our life-cycle analysis, and as part of our efforts to reduce Mondelēz’s carbon footprint and greenhouse gas emissions. We also recognize the key role that forests play in protecting biodiversity and ecosystem services.

### ► How did you put your commitments into practice, and what difficulties did you face?

Considerable internal change was needed before we began implementing our commitments to address deforestation, and we started where we could have the largest measurable impacts. We prioritized cocoa and oil palm, adapting our Cocoa Life program and moving ahead rapidly from that. West African farmers already see the impacts of climate change, and many of our oil palm suppliers are ready to change their practices. But to achieve a true transformation in the value chain we need systemic change on the ground. Capacity building is a good start that needs to be supported by governance reform in forested countries.

### ► What changes would help you?

The New York Declaration on Forests was a big step forward, and pushing forests to the forefront in climate change discussions has also helped. But we need to get a better dialogue going regarding green growth to address the risk of pushback from producer countries who fear that reducing deforestation will limit rural economic development. There is excellent work from some, such as the Tropical Forest Alliance 2020, that should be expanded. We must turn the dialogue around so that producer countries take ownership of the solutions instead of having them imposed from outside. We also need to look more at the landscape as a whole, and bring in jurisdictional and sector-wide approaches. Significant consensus is forming among consumer goods companies and raw material producers, and we must now engage more with each other, within and between sectors. We must go beyond the supply chain. The UNDP national commodity platforms provide a good model for multi-stakeholder inclusion. Not easy nor quick, but much needed.

### ► Where do you see such commitments into the future?

We see zero deforestation as the new operational norm. But it will take longer than 2020 to reach those goals across every raw material supply chain. It’s possible to change practices over large areas quite quickly where you have a few large actors. It’s also vital to work more with smallholders who make up as much as 40% of the palm oil sector and almost all cocoa production. Reaching millions of smallholders is more complex and progress will be slower. There’s been some good progress, but we still have a long way to go so to see real impacts. We must be prepared to sustain our effort beyond 2020.