

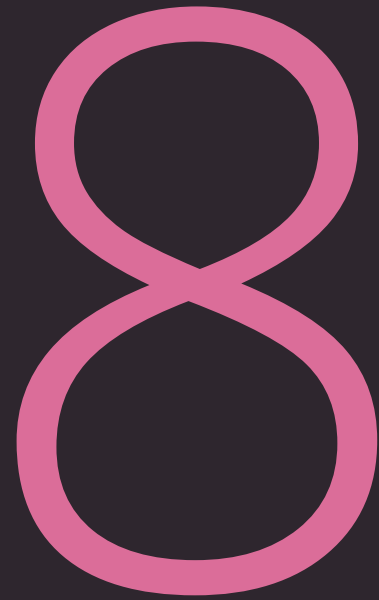


REPORT NUMBER 5

SCALING PALM OIL TRANSFOR- MATION



TFT'S PERSPECTIVE
www.tft-earth.org

A large, stylized pink number 8 is centered on the left page. It is composed of two thick, rounded loops, one above the other, with a small gap in the middle where they meet.The words "Years of change" are written in a large, pink, sans-serif font. The text is positioned on the left page, below the large number 8. The word "Years" is on the top line, "of" is on the second line, and "change" is on the third line.

An industry eight years on from the first NDPE commit- ments

This is the fifth paper in our palm oil series. Through this paper we (1) demonstrate possibilities through examples of change (2) highlight the most significant challenges to achieving a responsible palm oil industry, and (3) share our vision and our recommendations with the industry on what can be done to deliver responsible palm oil.

TFT started its journey with the palm oil sector in 2010. Eight years later, we remain firmly on our path to help the entire palm oil industry transform together with all stakeholders – from NGOs to governments, brands, growers and others that are taking part in this effort.

We believe a responsible palm oil industry is possible

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We believe a responsible palm oil industry – one that grows in harmony with the environment, local communities and workers, and which is aligned with No Deforestation, No Peat, and No Exploitation (NDPE) commitments – is possible. We see that committed companies working together can:

- End deforestation from palm oil expansion and ensure conservation areas are maintained in perpetuity.
- Eliminate exploitation of workers and communities in palm oil supply chains.
- Achieve resilience and economic development, especially among smallholders.

We know that there has been significant change in the last years, yet we are also acutely aware that much more remains to be done to turn this vision into reality.



Photo: TFT



Photo: TFT

Globally, we face challenging times, with climate change accelerating in parallel with the degradation and destruction of wild places across the world. The earth has lost over half of its wildlife in the last 40 years; we face extensive droughts, fires and more frequent periods where the very air we breathe impacts the health of millions. Each year 85 million people join the global population, accelerating consumption and demand for resources. Governments are in turmoil, and companies are overwhelmed by complexity, procedures and policies that determine their every step. There are more and more campaigners pointing out problems, but fewer pointing to practical solutions. Where solutions are being discussed is mostly in meeting rooms and conference panels, it is often in the absence of the people impacted by and

operating in supply chains.

Despite this, at TFT, we still have hope. We are well aware of the size of the challenge our world faces, but we have faith in people and the power they have to do great things. We believe that this power comes from collaborating on the ground and bringing field experience to business leaders who are prepared to take decisive action for the future, knowing that the limited solutions available today will not get the results needed. It is those who are prepared to innovate, to try and fail, who will develop tomorrow's solutions which will inspire others to implement change at scale. This is how we envision the palm oil industry – one which continues to provide economic opportunities along its value chain, all the while preserving natural capital and empowering the people it impacts.

Challenges with achieving NDPE in the palm oil sector

"There is little doubt that palm oil remains a significant contributor to forest loss and social conflict, despite many NDPE commitments and goodwill on the part of companies."

Challenges with achieving NDPE in the palm oil sector

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Today, more palm oil is produced than any other vegetable oil. Global production is over 62 million tons, with the majority coming from Indonesia and Malaysia. Many other countries and regions are also expanding their production, including Thailand, Central America and West and Central Africa. Demand outstrips supply, with this trend likely to continue due to a rapidly growing global consumer base.

Palm oil is without question a profitable crop. Millions of farmers have been lifted out of poverty and continue to benefit from its production, while thousands have access to affordable oils as a result. There is equally little doubt that it remains a significant contributor to forest loss and social conflict, with some evidence of improvement but still at an insufficient pace, despite many

NDPE commitments and goodwill on the part of companies. Given this, the palm oil industry faces strong headwinds if it cannot bring about responsible production across the entire industry. There is a growing level of irrationality in the sentiment the world has developed towards palm oil and, as a result, it has become the “scapegoat” of commodity markets’ ills. Palm oil is indeed not the biggest contributor to deforestation in the world, but its sustainability issues have been made visible in such way that they have generated emotional reactions. As such, palm oil is increasingly being treated as a toxic ingredient, leading to growing calls for it to be banned entirely or in some cases, direct action to do so, like the [Iceland Supermarket chain](#) in the UK removing palm oil from its own-brand products.

“We still believe that pragmatic and effective solutions are to be found within the industry.”

We understand the frustration which lies behind these decisions, but we do not believe a blanket ban on palm oil by responsible markets is the solution. It will not change the reality that palm oil will always find a buyer, as a growing global population seeks low-cost products. In fact, we believe the opposite is needed. Companies should be injecting more into solutions and engaging with their supply chains to foster change in their practices, rather than cutting it out. Holding palm oil suppliers to account in this way is not easy, nor is creating solutions, but it is a far better route than simply banning the use of palm oil.

We also hear it said that “NDPE commitments do not work”. But we still believe that pragmatic and effective solutions are to be found within, and implemented by, the industry, in collabo-

ration with other stakeholders. The key to unlocking these solutions is collaboration. It is by coming together and sharing innovative ideas that the industry will overcome the challenges it faces. It must be underlined that the industry cannot and should not tackle these alone. Governments, NGOs, farmers and workers should all be given an active role in co-designing solutions.

“Below we address some of the fundamental challenges facing the industry as we see them.”

Overcoming stalled ambition and the failure to collaborate

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Initially, we saw a strong desire from leading players in the palm oil industry to collaborate. This has been stifled, however, by a collective lack of ambition and instead over the last few years we have seen leadership fade and a limited desire to work together among those in the industry. Many companies, it seems, have preferred to keep a low profile or stick within the security of the 'pack'. This has led to over 400 companies with No Deforestation commitments, but only a few dozen have taken active and concrete steps to implement them or, at least, outlined strong action plans to do so.

We would like to highlight the [Indonesian Palm Oil Pledge \(IPOP\)](#), announced at the UN Climate Summit in 2014 as an example of the above. With good intentions large palm oil growers and producers engaged with the Indonesian

government and pledged to collaboratively address the challenges that confronted the industry. Serious investments were made to make the platform a success.

IPOP disbanded in 2016 under the premise that it had run its course. In truth, however, the tension among competing interests had become too great. Companies pursuing responsible change faced external and internal pressure to abandon their plans due to the influence of others who would have lost the opportunity to expand their plantations because of the deal. Companies' license to do business was under real or perceived threat. After IPOP, those who were committed to change lost some of their ambition and became more cautious about collaborating in the future.

NGOs must talk to companies, mills to farmers, companies to governments, companies to companies and people to people.

It is clear from this example that collaboration takes time, and is not easy as competing interests must be overcome. But looking at sustainability means taking a step back and seeing the whole value chain as one long string of symbolic handshakes. NDPE commitments have shown buyers they need to engage actors both inside and outside their supply chains to achieve change – a practice that had been lost in commodity purchasing practices.

It is vital that more within the industry show ambition and act upon it as it is only through dialogue and collaboration that goals such as sustainable land-use planning, fair treatment of workers and ecologically responsible production will

be achieved. NGOs must talk to companies, mills to farmers, companies to governments, companies to companies and people to people.

On TFT's side, we have been working on implementation with companies over the last few years, trying to see what kind of transformation would function for such a complex problem. This work has taken our focus away from bridging NGOs and companies and it is clear from Greenpeace's latest report that more work than ever is needed in this regard to support this often difficult dialogue. We took Greenpeace's criticism as a call for greater collaboration that we as an organisation must continue to foster.



Managing the temptation of suspension only strategies: Cut yourself from the problem and it will be solved

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We have always been strong advocates of engaging companies to achieve change. In our experience there is rarely one fixed path to generate solutions and change – and finding the right one almost always starts with dialogue.

We are concerned that NDPE policy implementation has narrowed to an increasingly reactive and systemic push to cut out non-compliant actors. For example, the slow pace of progress has triggered NGOs to push brands to react strongly to companies or suppliers listed in reports by cutting them off, rather than completing proper due diligence in their supply chain. Brands are thus less interested in knowing more, and quick to simply disassociate themselves from the problem, to ensure the damage to their reputation is lessened.

We see segregating non-compliant actors without a deliberate engagement process as a great risk if it is the only approach in place.

Under some circumstances, however, the only logical thing left to do is to cut a non-compliant producer out of the supply chain. If an engagement process runs its course with no meaningful change in sight, a clear message must be sent by suspending business. Failing to do so would incentivise 'a race to clear', and send the message that non-NDPE compliant actions are acceptable.

That said many other companies, if engaged and supported proactively, can and will change. Dialogue and engagement should always be the first option.

We have proposed a sourcing decision tree that buyers can use to ensure deforestation-linked companies are actively engaged, with clear consequences for those that choose to continue. This decision process is by no means perfect, but we believe if companies adopt it and adhere consistently to such processes, then the loopholes that undermine the reputation of palm oil today would be significantly reduced.



*"We have proposed
a sourcing decision tree"*

Filling the verification gap

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As it stands NDPE verification outside of companies' certified areas is mostly done by NGOs. This creates the scenario whereby companies who take steps to improve transparency in their supply chains can become the target of campaigns highlighting links to non-compliant suppliers. Campaigners are right to push for strong implementation from those companies with public commitments. It is also having a side-effect as other companies with no real commitments become wary of opening their supply chains to any kind of scrutiny, lessening the opportunities to achieve transformation on a large scale.

In turn, companies often come to rely on NGO reports to reactively address deforestation or social issues in their supply chains. While this does drive change, it does not address issues facing the whole supply chain as monitoring is often confined to specific suppliers or geographic regions. Instead, companies should use or develop monitoring and verification tools to allow them to proactively monitor what is happening across their whole supply chain, rather than wait until a problem is uncovered for them. Taking such a bold approach to verification, and engaging directly with suppliers when non-compliance is found,

can greatly advance transformation and in turn inspire others to do the same.

Monitoring the quality of supply chains in this way is a concept that is not new to any company: indeed, every food chain is monitored for various quality purposes, from acidity to colour to food safety. It is a responsibility that companies know well. Monitoring and verifying the environmental and social quality of their oil can occur in a similar fashion. There are plenty of tools that exist out there, including [Global Forest Watch](#), [Starling](#), a satellite verification system developed with Airbus that provides real-time monitoring of deforestation, and [Kumacaya](#), a tool to support on-the-ground reporting of companies' NDPE commitments, to name a few. Nestlé recently led the way in this respect by committing to [verify 100% of its supply chain using satellite monitoring](#).

Ultimately, to measure the efficiency of NDPE commitments within a given company supply chain or at the country level, monitoring and verification should be able to tell the world whether or not deforestation rates are reducing and whether that company is living up to its policy or not. This is the path to accountability.

Increasing investment in responsible sourcing within companies

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For companies to successfully engage partners and fully support their sustainability journey well, they need strong internal capacities. Currently we see space for many companies to make greater investments in sustainability to drive forward the changes needed within complex corporate structures. In addition, company leaders can create a culture of sustainability through processes and training to enhance internal capacity and embed sustainability values across all operations. Ultimately, for brands in particular, Key Performance Indicators should be designed that reward buyers and marketers for reaching their sustainability targets. Companies that have done that have seen their implementation pace increase dramatically.

In the case of refiners and growers, additional resources are required to allow them to engage with suppliers in the field and visit plantations and expansion areas to effectively monitor and tackle issues.

Assigning resources to responsible sourcing is also essential. Today, all such investments are generally considered as a cost, and are therefore under constant pressure to be reduced. One way to overcome this challenge is to mobilise marketing budgets, which are well-funded and considered as an investment. Since sustainability performance is ultimately tied to brand value, linking investments in responsible sourcing and sustainability to marketing budgets is a logical way to increase availability of much-needed funds.

Avoiding the illusion that segregated certified palm oil will sort out all problems

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Today, some stakeholders call for buying segregated, certified palm oil as a way to guarantee deforestation-free supply chains. In our view, however, this does not answer consumer concerns that deforestation in palm oil should stop, nor does it adequately solve the industry's problems. Relying on segregated, certified oil does not offer certainty that the mills or refineries supplying the oil are not involved in deforestation or exploitation through third-parties. It is possible they could still be buying palm oil from suppliers linked

with deforestation and exploitation for the non-certified part of their business.

Focussing on buying only 'clean' segregated product in this way may provide sustainable supply chains for single companies or brands, but as a solution it does not and cannot address the wider problems within the industry on its own. To achieve responsible palm oil supply chains, segregation should be coupled with wider change across the whole industry, not isolated to small numbers of certified suppliers or plantations.

Technology and data serving increased transparency for improved collaboration

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Solutions that come from bold collaboration and innovative thinking are needed to overcome the industry's challenges. We have seen that when companies have a desire to invest in change and truly engage with their supply chains, the radical solutions that we need can emerge. Some exist today and have already been tested and rolled out onto the market.

We have already named technological examples in the field of verification such as Starling or Kumacaya. There are various other organisations exploring technological solutions with groups such as Wild Asia, who help smallholders find new value propositions, AideEnvironment who have mapped linkages between the palm oil sector and large corporate groups, and companies like Koltiva who innovate in agri-tech to accelerate information flows to smallholders. There are also other efforts in the pilot phase using blockchain and satellite imagery. We see the transparency provided by those various tools not as an end in itself but as a tool to collaborate. For example, a precise satellite disclosure of a given landscape will help both government and companies to better plan and act as threats to forests appear. The call Greenpeace is making for

disclosure of their concession maps, if done constructively, could help to recreate the trust between civil society and palm oil traders. The challenge for companies is that it is not always easy to choose what technology to pilot when many opportunities arise and all want to present themselves as the silver bullet. Also there is an idea that everyone should use the same solutions. We see technology and data being at the service of strong and ambitious policy implementation plans. Hence, it is acceptable to have various companies trialling different technologies as at the end of the day, it is not so much the tool but its output and how it brings stakeholders to discuss what remediation action to take that matters.

We believe the future of the palm oil industry, and the key to achieving a responsible sector, is very much in the hands of companies who invest and collaborate strongly on innovative, independent and scalable solutions to address the problems present in their own supply chains and industry-wide issues. Without this investment and a strong commitment by companies to change at the industry-level, campaigns calling for a ban on palm oil will continue.

Leaving smallholders' needs out of the sustainability discussion

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Smallholders play an essential role in the production of palm oil, producing around 40 percent of global production. In Indonesia, they manage nearly one-quarter of the country's plantations. This is only set to increase. By 2030, it is estimated smallholders will manage as much as [60 percent of Indonesia's palm oil plantation area](#). Despite this, and partly because of the complexity of the issue, few discussions or programmes are focussed on supporting smallholders in a way that works for them. Those that exist often offer ready-made solutions on best management practices, but miss the essential questions around improving farmers' resilience and connections with the rest of the supply chain.

We believe enhancing smallholders' voices and working with them to increase

their resilience – through higher productivity, better interaction and communication with their buyers, diversification of income and more – is not only important, but in fact it is essential if we are to achieve a responsible palm oil industry in the near future. Companies must acknowledge the key role these farmers play and take active steps to engage with them in their supply chains. By doing so, a solution to some of the pressing issues facing the industry can be found. Increasing smallholder production rates would provide an avenue to cater to increased palm oil demand, while reducing the need to expand plantation areas. Over three million farmers already work palm plantations, but they require more support to make the most of it.



Why do we maintain our belief in the power of the positive and in genuine collaboration?

Why we maintain our belief in the power of the positive and in genuine collaboration

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Despite the challenges facing the palm oil industry we have seen over the past few years that change can happen. We have seen company leaders stop, deeply reflect on the impacts they create and the legacy they will leave and take action to avoid it and witnessed people with differing views come together, discuss and develop workable solutions to complex problems.

As one example the [High Carbon Stock Approach](#) has now expanded across multiple commodities and provides the single reference to implement commitments to halt deforestation in the tropics, while ensuring the rights and livelihoods of local peoples are respected. We have also seen reductions in large-scale deforestation for oil palm, with over six million

hectares of Indonesian forest slated for oil palm largely still undeveloped and companies making great strides to tackle deeply ingrained issues like child labour or exploitation in Malaysia supply chains.

We have seen local governments, NGOs and companies consult land-use maps together and declare a ban on new palm oil licences until a proper development plan is crafted, like, for example, what happened in Aceh Tamiang two months ago.

The changes we have seen give us hope and fill us with the belief that, if given time and backed by innovation and collaboration, positive transformation can happen in the palm oil industry. Below we share a few of the positive changes which we have witnessed in the past few years.

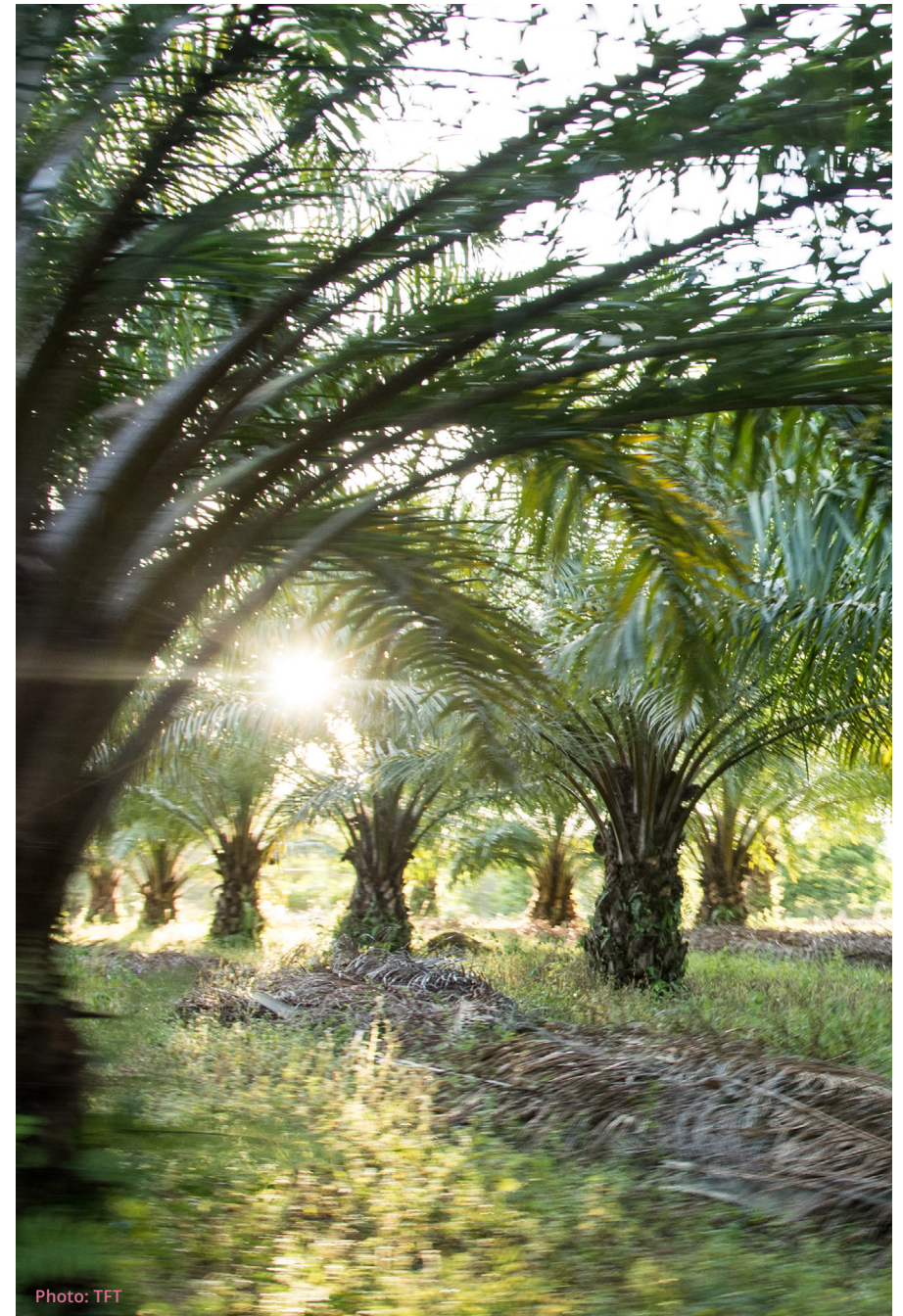


Photo: TFT

Case Study N°1

Trust in the Peruvian Amazon



"We discovered a company that was potentially prepared to face the challenge of implementing sustainable practices."

Trust and collaboration, not isolation and condemnation, are essential to achieving change, as we found out in Peru. In early 2015, it came to our attention that 15,000 hectares of primary Amazon rainforest was due to be cleared to make way for palm plantations. The company appeared in Nestlé traceability records as a supplier and consequently we prioritized engagement with them.

We approached Grupo Palmas, the producer implicated in the plan to clear the rainforest, and opened a dialogue. We discovered a company that was potentially prepared to face the challenge of implementing sustainable practices but was facing a huge dilemma of whether they should prioritize conservation of pristine forest with no perceived economic value over planting palm and responding to a growing demand they have to fulfil as a business.

During 18 months, we engaged in intense dialogue with Nestlé buyers and Grupo Palmas leadership. Maintaining an active link and visiting the area on the ground was also essential during that period to build trust between TFT and the company.

Through our discussions it became clear that Grupo Palmas wanted to play a positive role and had decided to make a change. We helped them develop an action plan, and provided tools for them to bring it to life. In sum, Grupo Palmas had the ambition to commit to cutting out deforestation for its palm supply chain, but also the courage to act upon it. The plans to clear the 15,000 hectares were shelved and, to this day, the forest remains standing. Grupo Palmas has formulated an ambitious forest conservation policy, and is striving to achieve it.

In parallel, the company intends to answer the growing demand for palm oil by helping to increase the output from smallholders, as there is a huge opportunity to do so in Peru. Grupo Palmas have developed a program that Nestlé decided to support to increase yield and allow responsible development from their smallholder base. They now need more support from the market and other stakeholders to ensure the long-term conservation of the forest they conserve and the success of their work with smallholders, but the company is on an excellent path.

Case Study N°2

Returning passports and respect



"Today, a chain reaction has been sparked, changing the lives of thousands of migrant workers in Malaysia."

Changing behaviour that is often deeply ingrained does not happen quickly, but staying the course can pay off. We have seen this in Malaysia, where passport retention among migrant workers in all sectors, including the palm oil industry, is common. Companies take passports for safekeeping and to facilitate administrative procedures, but also out of fear that their workers will quit and that they will not have a sufficient workforce.

Over the past few years, we have worked with Wilmar to engage third-party suppliers such as Kim Loong Palm Oil Mill to improve their sustainability and the treatment of their migrant workers. Like many other companies Kim Loong retained their worker's passports but were unaware that this was an indicator of forced labour.

After a year of TFT member-funded engagement, which included meetings facilitated by TFT with other mills that had already returned their passports, [Kim Loong agreed to change](#) its practices. The mill returned its workers' passports and invested in individual lockers to allow their migrant workers a safe place to store them.

After embarking on a similar transformation journey, [we supported Wilmar to return 10,000 passports to its foreign workers in Malaysia](#). Today, a chain reaction has been sparked in the industry and several other companies have followed suit, [changing the lives of thousands of migrant workers](#) in Malaysia. This leads us to believe that engagement between brands, mills and civil society can pay off and tangible changes within supply chains can be ensured if the process is given time.

Case Study N°3

Landscape-level change in Aceh Tamiang

Aceh Tamiang, Indonesia, is rich in biodiversity and natural resources, not least in the Leuser Ecosystem. But its forests are at risk of being turned over for plantations and many of its smallholder farmers live in poverty. Solutions, however, are being found through collaboration and partnerships across multiple levels.

To drive change at the local level, TFT has partnered with the local government, or Bupati, to preserve key ecosystems and ensure livelihood resilience is considered in regional development planning. Since signing a Memorandum of Understanding in April, TFT and the local government have worked closely together, inspiring the government to halt any new oil palm concessions in Aceh Tamiang and review the existing plantations.

TFT is also working with the local government to reach 1,500 farmers in Aceh Tamiang to help provide training, technical assistance, access to high quality seeds, develop alternative livelihood options and capacity building courses. Encroachment upon natural forest is common in Aceh Tamiang due to the lack of alternative livelihoods and because many farmers' plantations have unproductive crops. This can be particularly acute during the replanting season when farmers may resort to clearing forest to fulfil their livelihood needs. TFT has already undertaken Rapid Livelihood Assessments in the area to identify alternative livelihood options and develop holistic strategies to increase resilience of smallholders and diversify their income. This partnership will, in time, change lives and lessen the pressure on Aceh Tamiang's forest.

In addition, to achieve change at the landscape level, TFT organised a multi-stakeholder meeting, the first of its kind in the region, bringing together 50 representatives from government, CSOs, community leaders, business and entrepreneurs to discuss solutions to land use planning issues. Input from the meeting together with satellite mapping data provided by [Starling](#), played a key role in the development of a Strategic Environmental Assessment Study for Aceh Tamiang district which details specific environmental risks and recommendations that must be taken into account by the government before embarking on economic development plans.

Finally, by engaging directly with producers, forests are being protected. Opening a direct dialogue with a local plantation company regarding land-use planning halted the development of 1,800 hectares of forest within its concessions. Through the inclusive and participatory conservation efforts, this forest will be collaboratively managed with the local communities.

As this work in Aceh Tamiang shows it is definitely possible to find solutions that work in the local context by collaborating, innovating and engaging with different stakeholders on the ground. Through this multi-layered and multi-stakeholder approach TFT is aiming to bring true landscape-level transformation to the entire Aceh Tamiang region and make it last. It will take time, but as seen, it is already achieving results.

Case Study N°4

Knowing your supply chain



“In many cases tracing Fresh Fruit Bunches produced by farmers is impossible.”

Benso Oil Palm Plantations Limited (BOPP) is a plantation and mill in Ghana that sources palm oil locally and from as far as 200 kilometres away. Their supply chains are already set, but after a recent expansion of their mill, they are looking to expand even further. Roughly thirty-five percent of the mill's supply comes from smallholder farmers, but in many cases, tracing the Fresh Fruit Bunches (FFB) produced by these farmers is impossible. The FFB passes through middlemen or intermediaries before it reaches the mill and farm locations and farmer names are rarely, if ever, recorded.

In essence, a question mark hangs over one-third of BOPP's palm supply: Where farmers are producing, their average productivity, and whether the FFB is responsibly sourced are some of the questions that cannot be answered.

Working with BOPP, TFT's Rurality programme is helping connect small farmers and the mill to improve transparency in the supply chain. By mapping farms and gathering basic information, such as farmers' names and the weight of their FFB, the project is making sure BOPP knows its supply chain.

Both sides would benefit from an improved relationship. If it's found that smallholders palm yields are low, a small investment from the mill to boost farmers' capacity could have longer-term benefits as it would cut BOPP's need to source from miles away. BOPP would also benefit from being able to trace its palm oil back to source, allowing it to ensure it is produced responsibly. Rurality is currently trialing this project with about 40 farmers and the mill.

Case Study N°5

Bringing smallholders and palm oil mills closer together



“Collaborating with the mill saw an increase of palm fruit of 25 percent, improving profitability for farmers and the mill.”

TFT's Rurality programme is collaborating with Nestlé and several of its partners, including SIPEFCI, COOPAGRI, COOPALM, ProFairTrade, in Ivory Coast, to generate change at the palm oil farmer level and in the supply chain. SIPEFCI is a palm oil agribusiness located in Ivory Coast which sells a considerable amount of its oil on the national market and only exports a small part to Europe.

Some of the project's objectives are to create better farming management methods through innovation and connections between farmers.

As TFT teams who work on the [Rurality programme](#) went to the field, they observed that farmers in SIPEFCI's supply chain were unhappy about the fact the company and cooperatives trucks would not pick up their palm fruit at the right time and they would potentially lose money, or, in the worst case, the whole crop would rot on the side of the road, waiting in vain to be collected. On the other side, the mill manager was complaining about the farmers who “wouldn't put the fruit on the road on time”, causing his trucks to return half empty.

The Rurality team worked with the mill to produce and share a schedule programming when the truck would come to each village. This allows farmers to plan their harvesting period and the collectors to optimise the use of their trucks. As a result, the mill saw an increase in delivery of palm fruit of 25 percent, improving the economic viability and profitability for farmers and the mill.

This is an example of how increased collaboration between the mill and smallholders can reduce the loss of harvest and prevent expansion of cultivated land to respond to the global demand for palm oil. We are currently looking at how this solution can be taken to scale across Africa.

Why these achievements are not isolated: The path to scaling up

The cases presented above all cover issues that are common within the palm industry and the success they have achieved is not out of the reach, either financially or logistically, of other palm oil companies. Replication at scale is therefore accessible and possible to all, if the ambition is there to see it through. We are already seeing it happen with passport retention in Malaysia with the support of the International Labour Organisation, International Organisation for Migration, and the government of Malaysia as well as some local NGOs. Several brands are now also supportive of upscaling these solutions across their supply chain.

Our objective is to continue to cultivate chain reactions of this kind to accelerate change.

Conclusion

At TFT, we still have a great deal of hope. We are well aware that there are companies that continue to act without regard for their action and that more progress is needed as the 2020 NDPE deadlines approach. But we have and will continue to believe in people's potential to do great things. What we need now is a renewed effort from the palm oil industry to push transformation beyond single supply chains, broaden collaboration to tackle those issues that are deeply ingrained and innovate to develop new solutions. On our side we will keep confronting these challenges head-on and continue to inject energy into all that we do by working with our boots on the ground.

Along with our members and collaborating partners, we will continue to innovate and foster solutions with a view to scaling the positive impact that these can bring. We remain convinced that through our actions we are moving in the right direction and will continue to adapt, welcome constructive criticism and learn by doing. We hope that by taking the time to put our thoughts down that you have also benefited, and we are always open to further discussions and to provide clarifications where desired.

Recommendations

We have put together recommendations for the palm oil industry. In developing and sharing these recommendations, we understand they will not apply to every company in the same way. Rather we put forward the building blocks of a direction that companies could adopt to drive transformation across their business and the industry as a whole. These recommendations are not exhaustive. Where possible, we have also included supporting materials that we hope you will find helpful in applying these recommendations. We are also open to inputs to strengthen and evolve these recommendations over time.



*"Download
our recommendations"*

What can we do
together?



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