Study of Best Business Practices in the Amazon

cebds idesam

Idealized study by CEBDS

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contents

Contents

1

Introduction

Letter from CEBDS

It is Amazon's time

Home to almost 30 million Brazilians, the Amazon is almost always remembered by two predicates: that of being the largest tropical forest in the world – with a fundamental role in regulating the ecological balance of the planet – and, at the same time, being a constant target of devastation. This is because many of the economic activities developed in the region follow an obsolete logic, one based on deforestation and that does not take into account all the environmental services provided by the forest – not to mention the agents operating on the margins of legality.

But times have changed, and business has also been undergoing transformations. The ESG (environmental, social and governance) agenda is imposed, so that companies begin to realize the importance of not only mitigating social and environmental risks and impacts, but above all generating positive impacts for people and the planet. Climate emergency forms, alongside the loss of biodiversity and growing social inequality, the triad of the crises that humanity faces, to which it needs to respond. Business is part of the solution, and the Amazon could not be more strategic: conserving the forest and its ways of life is good for Brazil and the world.

Therefore, CEBDS, which now reaches the historical mark of 100 associated companies, has sought to mobilize the business sector to insert the Amazon into its business strategies, in addition to influencing the government in forest policies. A step in this direction was taken with the launch, in 2020, of the Position of the Business Sector on the Amazon, signed by 78 companies, five investors and eight institutions and directed to the three branches of power, that drew attention to the need for greater emphasis on combating illegal deforestation.

The following year, CEBDS presented the Business Movement for the Amazon, whose objective is to foster new business models in the Amazon, drawing from the expertise of our associates, given the opportunities in several areas – from traditional sectors, such as infrastructure and energy, to emerging segments like bioeconomy, carbon credits and nature-based solutions.

This study, developed in partnership with Idesam, is a contribution of the Business Movement for the Amazon in this direction. By mapping the experience of our associates in the development of business strategies in the Amazon, we seek to bring inspiration and ideas to other companies that want to strengthen their actions in the region. A total of 143 initiatives from 53 companies were researched, connected to the seven priority themes CEBDS set for the Amazon: inflexible combat to illegal deforestation, inclusion of local communities, appreciation of biodiversity, directing investments towards a circular and low-carbon economy in the region, among other aspects.

Our companies know how to reconcile production and preservation. But we want to go beyond: foster a transformative movement of the visions on the Amazon that makes it possible to build a new paradigm of development for the region, where the traditional and disruptive can coexist , generate wealth and shared value from the understanding of the logic of the forest, its populations, its rivers, its socio-biodiversity. The business sector can and should take on a leading role for the construction of a model that will be Brazil's great differential in the global economy, with a prosperous, inclusive Amazon, combative of the climate crisis and proud of its vocations.

- Marina Grossi
President, Brazilian Business Council for Sustainable Development (CEBDS)

CEBDS

The **Brazilian Business Council for Sustainable Development** (CEBDS) is a non-profit civil association that promotes sustainable development for companies that operate in Brazil, through interaction with governments and civil society, as well as disseminating the most current concepts and practices on the subject.

CEBDS was founded in 1997 by a group of large Brazilian business leaders, attentive to the changes and opportunities that sustainability brought, mainly from the UN's Rio Earth Summit in 1992 onwards. Today it brings together more than 98 business groups operating in Brazil, with 13 of the 15 largest companies in market value in the country as associated.

It represents Brazil in the **World Business Council for Sustainable Development** (WBCSD) network, which has almost 60 national and regional councils in 36 countries, from 22 industrial sectors, as well as 200 business groups operating on all continents.

Letter from Idesam

Idesam believes that the future of the Amazon depends on a new, low-carbon economy, based on valuing the forest and natural resources. For this reason, we have been working for 18 years in building innovative solutions to the region's social and environmental challenges, which include actions in research and development (R&D), forest management and technologies, sustainable rural production, territorial management and investment in businesses and startups with positive socio-environmental impact.

As the world is undergoing an unprecedented climate emergency, Brazil is experiencing a new wave of destruction of the Amazon rainforest. In 2022, we reached a new negative record with the highest deforestation rate of the last 15 years. The current dismantling of structures and policies and the inability of our governments to deal with environmental defense calls for more active involvement of all of us, especially of the private sector – in the construction of collective solutions.

Increasing awareness, on the one hand, and market pressures and new generations committed to the future of the planet, on the other, have stimulated response movements from companies and banks in strengthening their ESG agenda and targets to zero their carbon emissions. In Brazil, talking about emission reduction should be synonymous with acting to reduce deforestation – responsible for more than half of our national emissions, much of it happening in the Amazon, where the rate of deforestation more than doubled compared to the average from 2009 to 2018.

The challenge is also an opportunity, as the Amazon represents our best (if not only) chance to occupy a relevant position in the global economy in the 21st century. It is in conserving the Amazon that we will be able to significantly reduce greenhouse gas emissions in the country – 70% of our emissions come from land use, deforestation and agriculture and livestock. Here is our best opportunity to attract investments and promote a green economic recovery based on bioeconomy.

Joining the call to the Brazilian private sector to connect more deeply with the region, this study shows paths, both consolidated and under construction, that reflect possibilities of this approach. We hope it will be a source of inspiration and motivation for all readers.

- Mariano Cenamo
Head of New Business | Idesam
CEO | AMAZ Impact Accelerator

Idesam

Idesam is one of the main non-governmental institutions based in the Brazilian Amazon, having been recognized as one of the best NGOs in Brazil in 2020[1]. With 18 years of existence, its mission is to promote the valorization and sustainable use of natural resources in the Amazon, seeking alternatives for environmental conservation, social development and climate change mitigation.

With a strong focus on engaging the private sector in the promotion of bioeconomy and forest conservation, it conducts strategic studies, structures value chains, R&D and innovation projects, investments and acceleration of businesses with socio-environmental impact.

It was one of the creators and founders of the **PPA - Partnership Platform for the Amazon** and led its working groups in Bioeconomy and Impact Business, which gave rise to **AMAZ Impact Accelerator**. It also has a wide relationship with companies installed in the Manaus Free Trade Zone, helping structure investments in Research, Development and Innovation (PD&I) in Bioeconomy through its **Priority Program of Bioeconomy** (PPBIO)[2].

[1] https://idesam.org/tag/melhores-ongs/

[2] To learn more visit: https://bioeconomia.org.br/

Executive Summary

What is the role of the private sector today for the Amazon? This was the main question that sparked the elaboration of this study and guided the research and dialogues with the companies and specialists interviewed in recent months. To generate shared value, contribute to local development, value the standing forest and its assets, promote bioeconomy, support and strengthen public policies that value the region... There is no single answer. But everyone points in the same direction: **in the coming years, companies should play a leading role in the construction of a new development model that will be Brazil's great competitive differential in the global economy.** This includes both companies that operate directly in the Amazon, those that are not located in the Amazon but buy local products or inputs, and even those that do not have any relationship with the region, but will operate to meet ESG targets or to contribute to reducing carbon emissions in Brazil.

The purpose of this study is **to point out ways and opportunities for greater engagement of the private sector in incorporating practices that contribute to forest conservation and sustainable development in the region**. The solutions exemplified are applicable to different contexts of operation.

These possibilities involve actions directly linked to the territory in which companies are located, such as multi-stakeholder territorial development projects involving governments, partners and local institutions, training and fostering community harvesting and development, among others.

Likewise, for companies involved in value chains in the region, the need for responsible purchasing policies is appointed as necessary, encouraging local projects and other ways of acting and supporting initiatives even for those not geographically located in the region.

Regardless of the chosen path, the call for active and responsible involvement of the private sector in the valuing and conservation of the Amazon is urgent. In a world where information and disclosure of negative actions is widely disseminated with just a few clicks, a real and effective commitment from companies is urgently needed. Image risks, consumer demand for more ethical accountability, blockages and boycotts from the international market, along with the climate emergency, increasing rates of deforestation and increasingly significant setbacks in Brazilian environmental policy further reinforce the responsibility and leadership that the private sector must assume in promoting positive actions and using its own power of influence to leverage environmental guidelines and practices that benefit the region.

For large companies, it is possible to see a process of maturation and magnitude of the actions developed, which serve as an invitation to collective action, with opportunities for various partnerships and collaborations, pointed out in some of the cases presented here. For companies that are still just approaching the theme, initial paths are also presented, which can serve as first steps for the construction of an internal strategy for expanding the debate and strengthening policies and programs within their different areas.

Regardless of the strategy, the message is clear: **we need more involvement from the private sector.** Conserving the Amazon is good for Brazil and for the world, strategic for companies, and fundamental for the future of our economy.

Objectives of this study

In line with the increasing emphasis that CEBDS has been giving to opportunities for action in the Amazon biome on its work fronts, this study adds to the effort of articulation and engagement of the private sector for the region, and aims to:

- Map good business practices linked to the sustainable development of the Amazon, particularly within its associates' portfolio of initiatives
- Recognize and promote projects that generate positive impact in the region, especially those with potential for replicability or scalability
- Contribute to the knowledge management regarding private, voluntary or conditioned investment, in socio-environmental agendas in the Amazon
- Inspire and stimulate the engagement of companies in existing good practices that drive sustainable development in the region

Methodology

The starting point for this study was to map and analyze projects and business actions in the Amazon among CEBDS' members. This research was done remotely, based on public data, using as main sources institutional and sustainability reports, and information available on each company's websites, complemented by secondary sources such as newspaper articles and search portals. This process took place between March and April 2022, covering associates and their publicly disclosed initiatives until then.

The mapping initially identified 143 initiatives, from 53 companies, linked to the seven priority themes of CEBDS that appear listed in the Brazilian Business Sector Communication as key action pillars for the Amazon. They are:

Priority themes

1. Inflexible and comprehensive fight against illegal deforestation in the Amazon and other Brazilian biomes;
2. Social and economic inclusion of local communities to ensure the preservation of forests;
3. Minimizing the environmental impact on the use of natural resources;
4. Valorization and preservation of biodiversity as an integral part of business strategies;
5. Adoption of carbon credit trading mechanisms;
6. Directing financing and investments towards a circular and low-carbon economy;
7. Incentive packages for the economic recovery from the effects of the COVID-19 pandemic conditioned to a circular and low-carbon economy.

Methodology

From this analysis, it was possible to point out common action fronts that suggest certain “stepping stones”, and can serve as inspiration or gateway to other companies that are seeking to strengthen their actions in the Amazon. Thus, groupings of action-paths are mentioned in the next section of this report – which outlines an overview of the action by CEBDS’ members, as well as of collective movements of the private sector with high potential to influence chains relevant to the region.

Some cases were also selected to be highlighted with an individual analysis in the study, according to the following criteria:

Criteria applied to the selection of case studies:

Priority themes:
alignment to at least one of the seven priority themes defined by CEBDS in its Amazon Agenda, as stated above.

Territoriality:
cases need to be located in the Legal Amazon, regardless of whether the company’s operations are based in the region or not.

Time frame:
actions started at most five years ago – focus on showcasing more recent initiatives, highlighting their potential for impact (even if this implies less mature results).

Company involvement:
the CEBDS member company must be involved in the execution of the project. Actions financed only by their foundations or institutes were not selected for case studies here.

Public data:
availability of public data that would allow understanding and justify further investigation on the case, given the research sources used in the first phase of the study.

Innovation:
special attention was paid to cases that use or promote technological and/or methodological innovation in their approach.

Collective action:
priority for cases where there is ample space for effective participation of the local community, social organizations, public authorities, academia, etc.

High impact:
we considered the generation and extension of the positive social and environmental impact of the cases, particularly in promoting collective benefit that exceeds the company itself and its chain.

Diversity:
between companies and sectors associated with CEBDS, as well as the multiple categories, priority themes and localities.

Methodology

We then reached a selection of cases that met the criteria listed above, and invited them to a phase of individual interviews, with the aim of deepening the understanding about the mechanics and operation of each initiative. The interviews sought to understand from the cases their **potential for replicability and scalability, learning points for the entire ecosystem/ sector, and connection to the needs of the territory.** The process allowed us to access different dimensions of analysis, narrative and understandings about creation, implementation, results and learnings, and subsidized the 11 case studies described in section 3.

It is worth noting that the selection of prominent cases does not reflect a ranking or proposal to validate in any aspect the identified projects. The intention was to shed light on initiatives that could serve as examples, inspiration and a “call to action” for cooperation with other companies and players.

Criteria applied to the selection of case studies:

Methodology

Parallel to mapping, defining criteria and diving deep into the case studies, we also interviewed specialists on transversal issues. The aim of these conversations – far from discussing or endorsing any specific initiative – was to gain insights into the existing challenges and opportunities to attract the private sector and contribute to the sustainable development of the region.

The interviewees were:

Denis Minev | CEO of the Bemol retail chain | economist graduated at Stanford University | Young Global Leader of the World Economic Forum | advisor to several non-governmental organizations and foundations of relevance in the region | reference in entrepreneurship and impact investment in the Amazon

Natalie Unterstell | President of the Talanoa Institute | master in public administration from Harvard University | experience in developing public policies for adaptation to climate change at federal and state levels | Green Climate Fund accreditation panel member | reference in public policy, low carbon development and climate change

Patricia Gomes | deputy executive secretary of Imaflora | master in tropical forest management from the Federal University of Viçosa | manager and articulator of Origens Brasil | reference in implementation of socio-environmental certification and traceability systems for extractive products of small producers, traditional populations and indigenous peoples in the Amazon

Gabriel Lui | portfolio coordinator of Land Use and Food Systems at Instituto Clima e Sociedade (ICS) | PhD in Applied Ecology from USP | extensive experience at ICMBio and Ministry of the Environment | worked in the development and implementation of some of the main policies related to the use of land of the country, such as the New Forest Code, the Rural Environmental Registry (CAR) and the Brazilian NDC | reference in sustainable rural development and control of deforestation

Jorge Hargrave | executive director of Maraé Investimentos | master in Economics from Freiburg University | former researcher at IPEA and director of the Special Department of Productivity, Employment and Competitiveness at the Ministry of Economy | led the sustainability theme at the Boston Consulting Group (BCG) and is a reference in public policies and environmental economics


2
Consolidated Paths

An overview of the socio-environmental action of CEBDS' members in the Amazon – composed, in this case, by a universe of 143 mapped initiatives – points to some strategies and approaches already consolidated over the last few years, along the path through which the private sector has been generating positive impacts on the Amazon.

These are efforts to adapt their own operations – or, taking a step forward, that of their chains of suppliers – to the current legal, moral and climate requirements. Often, they are not characterized as final actions, but means to reduce negative impacts, increase catalytic investments, sectoral and multi-sector partnerships, and publicly commit to using their weight to direct the compass to a more sustainable future.

Initiatives like this have a fundamental role in strengthening a more responsible and transparent standard for private sector operations, and economic models more compatible with environment preservation.

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Before diving into the analysis of individual cases, it is worth getting acquainted with the main trends and opportunities for companies to act in the coming years.

> "It is essential to find ways of creating value from the sustainable use of the natural capital of the Amazon. The path to a prosperous and conserved Amazon in the future necessarily entails this. The involvement of a sustainable and active private sector in the region is a fundamental path for the conservation of the Amazon."
>
> - Jorge Hargrave

> "In the face of emergencies such as climate change, poverty and hunger, the business sector needs to play a role far beyond just mitigation. It needs to look at its own businesses and design its chains in the logic of shared value, putting the forest and the people who live in it as a central pillar."
>
> - Patricia Gomes

Decarbonization targets

A trend present in most companies analyzed is the setting of emission reduction and decarbonization targets – first in their own operations, then in their supply chains. In an increasingly imminent climate crisis context, it is absolutely essential that all stakeholders take responsibility for their footprint and devise diverse strategies to reduce emissions and mitigate impacts – and the publication of these goals by companies helps to strengthen and give transparency to their public commitment.

The effort must necessarily go beyond the business itself, and connect with the Amazon (after all, it is land use, deforestation and agribusiness that are responsible for 70% of carbon emissions in the entire country). It usually starts with the internal search for energy efficiency and land use (increased productivity), for example – which requires input of initial resources and technology, as well as change of culture and procedures, but tends to quickly generate reduction of operational costs , and direct reduction of scope 1 and 2 emissions[3].

Several diverse strategies can help the internal shift of companies in this sense, such as: linking goals to executives' bonuses and compensation packages; open innovation programs focused on sustainability that seek and accelerate startups with business solutions proposals that help in meeting the company's ESG goals, such as **Ambev**'s Aceleradora 100+; internal carbon pricing programs, such as those developed by **Neoenergia** and **Siemens.**

In this latter type of program, all the company's activities are mapped in order to calculate their carbon footprint, and the results are converted into financial values that make up a fund for the development of internal carbon neutralization programs. It ends up working as a budget that necessarily binds a certain amount to investments that support the decarbonization of the company's internal operations.

Green Bonds also work in the same financial logic. These are bonds that represent the debt of a company or government, but issued specifically to finance actions and projects that are linked to actions with an environmental impact or benefit. Among the mapped companies, three of them have been acting through this mechanism: **BRF**, **FS Bioenergia** and **Rumo Logistica**, which have been investing in actions that generate climate benefits, such as energy efficiency in rail transport, biofuel production, water resource and waste management, among others.

> "Having goals is the minimum that everyone needs to do. It is even driven by market pressure, and fits into companies' portfolios. A net zero goal in 2030 won't necessarily save the Amazon, but there is an inducing effect on multiplying commitments within the sector. And we also need to look at scope 3, or the results will stumble upon the region's structural bottlenecks, such as diesel-powered boats, for example."
>
> - Natalie Unterstell

[3] The GHG Protocol (Greenhouse Gas Control) classifies emissions into scopes 1, 2 and 3 – the first two being mandatory for companies that adhere to the measurement. Scope 1 refers to emissions released into the atmosphere as a direct result of the company's own operations, adding all fuels that produce greenhouse gas emissions, including vehicles owned or controlled by the company. Scope 2 deals with indirect emissions from the electricity acquired for the use of the company itself, that is, its consumption of electricity, steam, heat and cooling are considered here.

Decarbonization targets

The discussion about the companies' responsibility in the context of climate targets and decarbonization processes has been increasingly advancing to scope 3 emissions, which occur in the company's value chain. Although scope 3 is not mandatory, for many companies most greenhouse gas emissions and cost reduction opportunities are outside their operations, thus falling within that scope. Therefore, there are cases in which companies propose to support their suppliers in identifying their carbon footprint and ways of reducing it.

Among these examples we can mention **Vale**, which has a goal of reducing net scope 3 emissions by 15%, related to its supply chain and customers, by 2035. **Suzano** also works with a decarbonization program of its production chain, which will support its direct suppliers to measure and report their emissions and environmental impacts.

Schneider Electric, in turn, has been working to zero emissions in its production chain through the **Zero Carbon Project,** which aims to reduce emissions from its suppliers through training, qualification and implementation of good practices. In addition to internal work, the program has unfolded into a global consultancy to support other companies seeking to reduce their emissions.

As for the portion of residual emissions, companies often consider the path of compensation through the purchase of carbon credits. In the first phase of the mapping, we identified companies that use this strategy with a focus and preference for credits generated by REDD+ projects (reduction of emissions from deforestation and forest degradation) in the Amazon.

Often these credits are purchased from companies such as **Biofílica**, NGOs such as **Idesam**, and others – especially within the **NBS Alliance**[4] – that act directly in the elaboration and development of projects of this nature. This is the case of companies such as **Ambipar, EcoRodovias, Ipiranga, Santander, Telefonica** and **Ticket Log**, which use these credits as their own compensation and also offer their customers the possibility of compensating their emissions.

Another collaborative initiative in this sense is the **Programa Compromisso com o Clima (Climate Commitment Program)**, developed by the **Ekos Brasil Institute**, which has the support of companies such as **Natura** and **Itaú**. The purpose of the program is to engage the private sector in climate responsibility actions, enabling interested companies to buy credits from already verified projects to offset their emissions.

In addition to buying through third-party projects, companies such as **Bayer**, **Natura** and **Yara** are developing their own projects with their partners, suppliers and rural producers. The latter developed the **Agoro Carbon Alliance**, aimed at qualifying suppliers to capture carbon from the soil and reduce field emissions, generating certified agricultural carbon credits. The sale of credits is a source of additional revenue to farmers with positive climate actions, and helps the company decarbonize its chain.

[4] https://nbsbrazilalliance.org/

Corporate policies

Corporate policies are understood here as part of a company's regulatory framework, guiding its operation around guidelines, procedures and objectives. The basic assumption is that they must be transversal, followed by everyone in the organization, connecting operational areas with decision-making areas, and endorsed by top management – so that they are effective in decision-making and long-term strategic planning.

The elaboration, dissemination and implementation of normative guidelines linked to ESG guidelines – which, in the case of mapped companies, we find more commonly under: "purchasing", "sustainability " and, less often, "forests" or "biodiversity" policies – signals an institutional public commitment to the guidelines.

Purchasing policies usually reflect internal risk management guidelines, supplier evaluation, procurement and hiring criteria, deadlines and payment methods, etc. But, especially in the case of chains traditionally linked to higher incidence of deforestation, such as livestock and soy, they now include specific concerns with the origin of production, in order to identify suppliers that are not in compliance with the legislation, whose production involves child labor or is a vector of deforestation or invasion of indigenous lands and conservation units, for example.

It can be argued that the existence of this type of policy today is a minimum market requirement, and that it does not necessarily translate into action. To respond to these criticisms, it is up to companies to create frameworks to implement them, to ensure that the established guidelines are integrated into their DNA and decision-making processes in a robust and transversal way – that is not a good-intentions document, but the background and the basis for all business activities.

An effective policy must necessarily mobilize instruments of control and monitoring, or it is just empty words. And, in cases where deviations and non-compliance are identified, it must then clearly determine the appropriate consequences – that is, accountability in the legal sphere, blocking non-compliant suppliers, technical support for their readjustment, etc.

There is also the issue of transparency. If corporate policy is, as we said, the affirmation of a public commitment, it is urgent that companies create and consolidate instruments to allow public monitoring of their uses and effectiveness.

> "In the Amazon there are no easy narratives. Problems and realities are complex and companies need to understand, in depth, the reality of the places where they operate. And thus, find out how it is possible, especially within their own operations, to generate a positive and lasting impact."
>
> - Denis Minev

Traceability systems

Many companies have developed production chain traceability systems – especially those linked to commodities and land use, such as cocoa, soy, wood and livestock. These systems are complementary to the internal policies of purchases and sustainability mentioned above, and prove fundamental to enable their effectiveness, since they allow monitoring and verification of the legality of rural properties and the origin of production, for example.

Having a traceability system is another important step in the process of inhibiting illegal and predatory practices across the supply chain. However, specialists reinforce that transparent systems, with open communication of data and the possibility of third-party verification, are essential to their credibility.

Strategies such as the hiring of recognized reputable certifications/seals (such as **Origens Brasil**), crossing with public and reliable databases (such as **MapBiomas** and **TerraBrasilis**, from **INPE**) and developing collective systems are different possibilities that reinforce responsibility and credibility in the sector.

For example, the **Boi Na Linha** system[5] was developed collaboratively among large companies in the livestock sector, retailers and industries, as well as having partnerships with civil society institutions, technology companies and the **Federal Public Prosecutor's Office**. The platform aims to disseminate and give transparency to the commitments made by the sector, to the monitoring and auditing protocols, as well as to the results of the audits and the status of the commitments assumed.

> "May verification systems be multi-stakeholders, because transparency is key. We have to think about how to create reliable systems by listening to different players, with independent monitoring and accessible data."
>
> - Patricia Gomes

> "From an individual point of view, traceability and transparency are the biggest challenges of those operating in the Amazon. The only way to operate and mitigate operational risks is to be ultra-transparent, work together and integrate the traceability system between players. This also involves bringing NGOs, communities, and the government closer, being well anchored in the region."
>
> - Jorge Hargrave

[5] https://www.boinalinha.org/

Support in the training and environmental compliance of suppliers

Fostering local businesses and strengthening local producers linked to companies' supply chains is one of the challenges and movements adopted by many of the mapped companies. In this sense, companies linked to productive chains in the Amazon region have been developing a series of actions aimed at the environmental adequacy of their suppliers – through technical assistance and training in good productive practices, legal advice to adapt to the Forest Code, certifications that open access to markets, etc. The idea is to leverage resources and expertise from companies to help their chains improve their production/cultivation practices, meet quality standards and corporate policies, and avoid legal risks with non-compliance.

In order to assist the cattle ranchers of the Amazon biome inserted in its chain to meet their socio-environmental requirements by the end of 2025, **JBS** opened what it calls **Green Offices** in processing units of different key regions for cattle raising. The service, an extension of the **Plataforma Pecuária Transparente (Transparent Livestock Platform)**, offers free support for producers who have environmental restrictions, aiming at the environmental regularization of their properties.

Marfrig launched, in 2020, the **Marfrig Verde+** plan, in partnership with **IDH – the Sustainable Trade Initiative** , with targets for tracing and controlling the origin of its purchases and suppliers, seeking to achieve full traceability of the company's supply chain in the Amazon by 2025. In addition to traceability, it works on two other pillars: technical assistance and development of innovative financial mechanisms, aimed at supporting its suppliers to adapt environmentally, implement good productive practices and advance on ESG criteria.

Nestlè has been conducting a sustainability program for its cocoa chain for over 10 years, with an emphasis on crop productivity and profitability, meeting the quality criteria and the social and environmental compliance of the suppliers. Producers and cooperatives receive training in good agricultural practices and recommendations for their adequacy. Their production – guided by a code of conduct and monitored by visit -inspections, independent audit and geomonitoring – is then purchased with the **Nestlé Cocoa Plan** certification.

Initiatives of this nature are beneficial to producers, who receive support for their compliance, but also for the companies themselves, which avoid blocking suppliers and the consequent disruption in input supply, as well as image risk in being associated with illegalities. Adherence to this type of program can help the entire chain as it allows for better pricing/remuneration of the production. Similarly to monitoring and traceability systems, however, it is essential to ensure an open and transparent process, especially with regard to environmental adequacy and legal status of production areas.

> "Making commitments is a fundamental part of the process. However, there needs to be transparency and the participation of other players, so that the results are reliable."
>
> - Gabriel Lui

Financial services

Banks and financial institutions have crucial capacity to contribute directly and indirectly to a more sustainable development of the region, mainly due to their weight in the decision of which players, businesses and ideas access resources to make it possible.

Here, financial intermediaries are called upon to examine the suitability of their business models to the Amazon region (especially outside the large urban centers) – associated with the lack of banking services and of financial education, the bottleneck of credit access to small producers, land chaos and logistical challenges of access.

The financial institutions mapped in this study – **Bradesco, Itaú, Santander, Banco do Brasil, BNDES** and **BNP Paribas** – demonstrate movement in this direction with the design of specific actions for the Amazon, such as microcredit, financing associated with technical assistance for producers and new branches in remote regions (via boat-agencies that circulate through hard-to-reach areas, or based on inland conservation units, for example).

In addition to "regional customizations", banks have defined internal policies and conditional access criteria for services – based on an understanding of their responsibility and the opportunity to curb or discourage illegal practices with retail customers or the financing of the business sector and its chains. Deforestation and other large-scale predatory practices, after all, do not happen in a vacuum of financial services and credit, but benefit from them to fund their operations – hence the need for the sector to use its weight to privilege different paths.

Among the actions mentioned by the sector to reinforce this commitment, we can highlight socio-environmental risk analysis, restriction of services or financial products to companies depending on their commitments and strategies of zero deforestation, the non-financing of customers who produce or buy beef or soy from illegally deforested or non-compliant socio-environmentally areas, and the requirement for origin traceability in these chains.

On the positive agenda, it is worth noticing the recent adoption of criteria for socio-environmental impact, beyond just the expected financial return, in investment portfolios. It is growing on all sides, from banks to impact investment funds such as **Mov, Mirova/ABF, AMAZ**, among others, to individuals who today find alternatives to invest aligned to their values – such as **Sitawi**'s **Collective Loan Platform**, with a specific front for Amazon forest economy[6].

The banks have been working on specific products and financing lines to strengthen a low carbon economy, zero carbon targets and other guidelines related to ESG, in order to foster investments of this nature. This can happen on several scales, including direct support to the final consumer – with credit lines to buy solar panels (**Santander**) or financial support to small and medium-sized rural producers for the adoption of low-carbon technologies (**Banco do Brasil**).

On another scale, a fairly consolidated example of the long-term difference a bank can make in the ecosystem is **Bradesco**'s participation in the creation of the **Fundação Amazônia Sustentável** (FAS), in 2008, in partnership with the government of the state of Amazonas. The bank made a donation of R$50 million to the endowment fund of the Foundation – which over the years has become one of the most relevant socio-environmental organizations in the state, leading investment in transformative actions, such as the **Bolsa Floresta**, the first payment program for environmental services in Conservation Units in the Amazon.

[6] https://sitawi.caprate.com.br/amazonia

Financial services

Itaú and **Santander** also have actions to support initiatives in the Amazon, such as training, events and conferences aimed at discussing priority themes – particularly climate change and deforestation – and financial support to institutions operating in the region. **Itaú** is also a partner of the **Project Carbon** initiative, a voluntary carbon market pilot project launched in 2021 and orchestrated with other international financial institutions to facilitate access to the voluntary carbon market with greater liquidity and the adoption of international protocols for compensation projects.

BNDES is responsible for the management of the **Fundo Amazônia (Amazon Fund)**, with the attributions of fundraising, hiring and monitoring the projects and actions supported by it. In addition to the Fund's actions, the bank finances a number of other undertakings in the region.

In regards to leveraging results, specialists highlight the importance of uniting these individual efforts. For example: from specific, pulverized internal policies, to minimum sector agreements on credit constraints; from individual responsibility and burden of due diligence, to monitoring via collective, transparent and publicly accessible platforms, or certifications accredited by third parties.

This type of collaboration opens up a broader and stronger front so that the sector as a whole significantly restricts the flow of resources eventually channeled to companies that continue to operate with illegal practices and in non-compliance with internally established policies.

> Plano Amazônia (Amazon Plan)

One of the main initiatives that reflect this effort by the financial sector to act collectively is the **Plano Amazônia**, launched in June 2020 by the country's three largest private banks: **Itaú, Bradesco** and **Santander**. The Plan recognizes the importance of the financial sector's contribution to the sustainable development of the region and establishes concrete measures that these banks commit to jointly adopt to ensure progress.

With the main objective of attracting investments in sustainable infrastructure and production, as well as the adoption of steps to restrict investments in illegal and predatory activities, the Plan takes shape with integrated governance among the partners and a board of specialists.

Four measures are taken as priority among the commitments outlined: control of deforestation in the livestock sector; promotion of land regularization; financing of sustainable crops; and development of the bioeconomy in the region.

Among the advances so far[7], we can mention the development of a document that presents good practice recommendations and a list of short, medium and long-term key performance indicators (KPIs), which will help banks to track their credit chains in the meat sector. Aiming at the financing of sustainable crops and bioeconomy, a goal of allocating at least R$100 million in credit to cooperatives and agroindustry was defined. There are also ongoing studies to map bottlenecks that make it difficult to access certain local products to international markets, with practical recommendations on how to overcome them.

[7] Source: https://www.capitalreset.com/o-que-os-bancos-estao-fazendo-pela-amazonia/

Private social investment, ESG and support for socio-environmental projects

One of the points that stood out in the mapping of initiatives for this report was the diversity of paths and strategies of financing and investments in socio-environmental projects and ESG agendas. Here, one can think of both strategies for financing actions internal to a company and models for transferring (voluntary or conditional) private resources to communities and territories.

In the case of external transfer of financial resources, a company can do so to a community through its own economic relationship within the core business itself – for example, by buying inputs and natural resources from local producers. It can also invest in projects and initiatives developed with communities – having the contribution of these companies be an integral part of territories and value chains, to build a shared vision of long-term territorial development.

There are different arrangements and modalities for the transfer of financial resources to projects, including direct transfer, donation, sponsorship, publication of public notices and calls, social responsibility projects usually executed in partnerships with NGOs, private funds, institutes and foundations.

Philanthropy resources and corporate social responsibility are often executed through the **creation of a foundation, institute or fund** – a branch of the company created precisely for this. A private fund can be described as a tool for financial transfer and allocation of funds from funders to beneficiaries, either voluntarily or compensatorily (in line with a TAC, which means "term of adjustment of conduct" or "consent decree", determined by the government, for example).

In the specific context of this study, it was possible to note that many companies use these paths for investment in actions outside their core business, as a legal and organizational strategy for agility, focus and efficiency.

These institutions can act in different ways. Some link their actions to specific topics, such as the **Fundação Itaú** (Itaú Foundation), which supports actions in education and culture, without a direct link to banking/financial services. Alternatively, they can connect directly to the company's area of activity, financing actions to strengthen businesses or related initiatives, or to mitigate damage and negative impacts from their operations.

Among these we can mention the **Fundo Vale** (FV), which is defined as a "fund for promotion and investment created to generate positive socio-environmental impact, with the purpose of enhancing a more just and inclusive economy through businesses with a socio-environmental impact". Created in 2010 by its sponsor Vale, FV has consolidated itself as one of the main funders and business promoters and initiatives of socio-environmental impact in the Amazon. In addition to financing actions specific to its purpose and portfolio, FV is also one of the arms that operationalize and execute many of Vale's socio-environmental actions, developing a variety of initiatives linked to voluntary commitments and to generating positive socio-environmental impact (such as **Meta Florestal 2030,** described in more detail in section 3).

Another initiative of this same nature is the **Fundo JBS pela Amazônia (JBS's Fund for the Amazon)**, created in 2020 and dedicated to promoting and financing initiatives and projects aimed at the sustainable development of the Amazon biome, focused on the conservation and sustainable use of the forest, local population's quality of life improvement and scientific and technological development. Livestock farming is one of the sectors with the greatest negative impacts in the Amazon, and the JBS Fund has been working to foster businesses and initiatives that help reduce these impacts and foster other local economic alternatives. The Fund is open for contributions and partnerships from other players and will receive R$250 million from **JBS** in its first five years, for the start of activities and implementation of approved initiatives.

Private social investment, ESG and support for socio-environmental projects

Although numerous actions developed via funds, foundations and institutes have a huge local impact with high relevance in this context, it is worth noting that these were not considered for the third section of this study. As a methodological choice, our focus is in cases led by the companies themselves, in which institutes and foundations enter only as partners or in the operationalization.

Unlike the creation of a specific financing structure, as in the above cases, another path commonly adopted by companies is announcing open calls – when the private entity launches a public call for the financing of projects or actions according to their interests and predefined rules.

That can attract and select proposals from civil society organizations and/or social movements that the company wants to hire to execute a particular project in a specific community or theme. As an example, among the members of CEBDS, we have **Elera**'s **Edital Socioambiental** (Socio-environmental request for proposals), which selects and supports projects that contribute to the sustainable development of the communities surrounding its assets.

Or also the well-known **Programa Petrobras Socioambiental (Petrobras Socio-environmental Program)**, created in 2013 and which has already invested more than R$1 billion in socio-environmental projects, in four strategic/priority pillars: education, sustainable economic development, ocean and forests.

A public call may, alternatively, seek social businesses where to invest . The interest in fostering entrepreneurship and the business ecosystem of positive social and environmental impact in the Amazon has grown among companies that see this as a path to sustainable solutions.

> "Even though there is a philanthropic component in investments in the Amazon, because the context has a lot of risk, one should also look at the role of business development – structuring productive chains of socio-biodiversity, bioeconomy –, which has a lot of room to grow. Small businesses can have an important impact when looking at territory indicators, and foster a scenario of innovation and local capacity development."
>
> - Natalie Unterstell

Private social investment, ESG and support for socio-environmental projects

It is in this spirit that, for example, **acceleration programs** are emerging, aimed at strengthening and developing new businesses, both in the value chains in which companies operate and in other contexts. It is worth mentioning as examples the **Braskem Labs** and **Aceleradora 100+** cases. Although with different models of action, both have the objective of advancing innovative solutions and fostering entrepreneurship and impact business, either through mentoring, technical support, market connection, conducting pilot projects and, eventually, financial support.

Another very emblematic initiative is **AMAZ Aceleradora de Impacto (Impact Accelerator)**, which focuses on fostering and strengthening Amazon-based businesses with high social and environmental impact. Born as the **Acceleration and Investment Impact Program** of the Partnership Platform for the Amazon (PPA) and funded initially with **USAID** resources, the accelerator gained its own body, was recognized as the best acceleration program in the north of the country, and today counts with names such as **Fundo Vale, Fundo JBS, Instituto Clima e Sociedade (iCS), Instituto Humanize and Fundação Good Energies** as some of its strategic partners.

Also, for companies that do not operate directly in the Amazon but have part of their value chains in the region, an initial possible step is to donate to local projects and initiatives that are in progress or consolidated. The new partnership strengthens the initiative, on the one hand, and on the other, for the company, it can be an interesting entry point, a space for experimentation and deepening the understanding of the priority areas. Examples of such support include **Zurich** and **AngloAmerican**, which are not based in the region but help fund impact projects, such as **Origens Brasil** and **ARPA**.

Partnerships for Research, Development and Innovation

Another trend identified in the mapping is in regards to R&D&I actions – Research, Development and Innovation. For most of the mapped companies, especially those involved in local chains, much of the research is focused on the development of new products and new technologies they consider assets in the region – from new applications of those best known bioactive compounds (such as andiroba and copaiba), to the identification of less exploited ones .

This path must be the encounter of science and technology with traditional knowledge and traditional productions, with actual understanding of the forest's assets and their uses. It is known that the market value of these chains, if aligned with traditional knowledge, with appropriate mechanisms of sharing benefit, can be a way to generate inclusive economic development compatible with the standing forest.

The other side of the partnership is the inclusion of universities and research institutes, especially the Amazon-based ones, in the development of actions and projects that generate knowledge and results for the companies themselves, but that also transform these results into public academic content.

As examples, we have companies, such as **Amaggi**, which opened its Tanguro Farm, of more than 80 hectares, to receive researchers and deepen the understanding of the integration of the crop with biodiversity and forests.

Neoenergia develops actions to monitor biodiversity in the region surrounding the Teles Pires Hydroelectric Plant, in partnership with **FAEP** and **Instituto LIFE**, and has even identified new species of primates and orchids.

Since 2010, **Vale** has maintained the **Instituto Tecnológico Vale** (ITV), which has a focus on sustainable development in Belém (PA). ITV develops technological and scientific solutions for the challenges of the mining chain, while fostering scientific research, generating and sharing knowledge – with thousands of scientific publications, hundreds of R&D projects and supported researchers, as well as professional master courses and technical training in sustainable development and mining.

Another business initiative linked to R&D that deserves attention is the Priority Program in Bioeconomy (PPBio)[8], coordinated by **Idesam**, which is currently the largest initiative in the country with investments in research and development in the area of bioeconomy. The program adopted a strategy to diversify and boost investments in the context of the fiscal incentives policy of the Manaus Free Trade Zone, focusing on solutions for the sustainable economic use of biodiversity, diversifying the productive activities of the Amazon and allowing for greater participation of the private sector operating in the region.

[8] https://bioeconomia.org.br/

Investments in structuring actions

> “When talking about ‘unlocking the potential’ of a region, I immediately think about structuring actions that create replicable structural conditions (such as a region with qualified labor, access to logistics or internet connection, for example). This increases entrepreneurship and allows it to be free from a project-to-project logic, which depends very much on a specific targeting capacity linked to a theme and territory, which is limited. Solving this kind of structural obstacle opens up a broader vision of prosperity.”
>
> - Jorge Hargrave

Basic structuring actions – such as transport, energy and internet access – are fundamental needs that go beyond the context of the initiatives identified in this study. It is also necessary to consider the creation of basic conditions under which small local businesses can arise and operate, without considerable dependence on projects by large companies.

In many cases, including in several of those mapped here, large companies end up developing actions and initiatives that have a direct or indirect relationship with the nature of their operations. However, expanding this perspective to understand how these companies can also contribute more broadly to structural bottlenecks is fundamental so that we can advance in the basic needs of the region and effectively create an environment where new local businesses can arise and thrive, having large companies as part of a larger cog.

Energy companies have implemented research projects aimed at the development of new technologies and models of using solar energy in remote communities. **Schneider**, for example, has been developing **Villa Smart** for more than ten years, which has implanted solar energy in riverside communities in the Amazon, directly impacting the quality of life of local populations. The project was carried out in partnership with **Fundação Amazonas Sustentável** and had a direct impact on the hours of energy available to communities, reduction of emissions, cost per family, as well as technically training and developing local teams.

Responses to this type of structural bottleneck sometimes arise locally via startups with proposals to enable forest restoration projects (**Belterra**) or complex river logistics (**NavegAM**), for example. Fostering this type of solution is a path for the private sector to value and scale local solutions.

> “I highlight the importance of investments and initiatives that will give autonomy to the region, such as promoting small businesses that propose market solutions to local problems, capable of gaining scale in the future without dependence on the investing company.”
>
> - Denis Minev

Joint action with local partners

“It is essential to know the environment where one is coming to, to understand challenges and players, and to work collectively with these local players who deeply understand the difficulties and demands of the region.”

- Patricia Gomes

“We must abandon a colonialist vision, which lasts both in the State and in the private sector, to “save” the Amazon with one’ sgrand and wonderful external solution.”

Natalie Unterstell

It is consensus among specialists that any successful initiatives in the region must necessarily anchor their work in local institutions with a strong presence in the region.

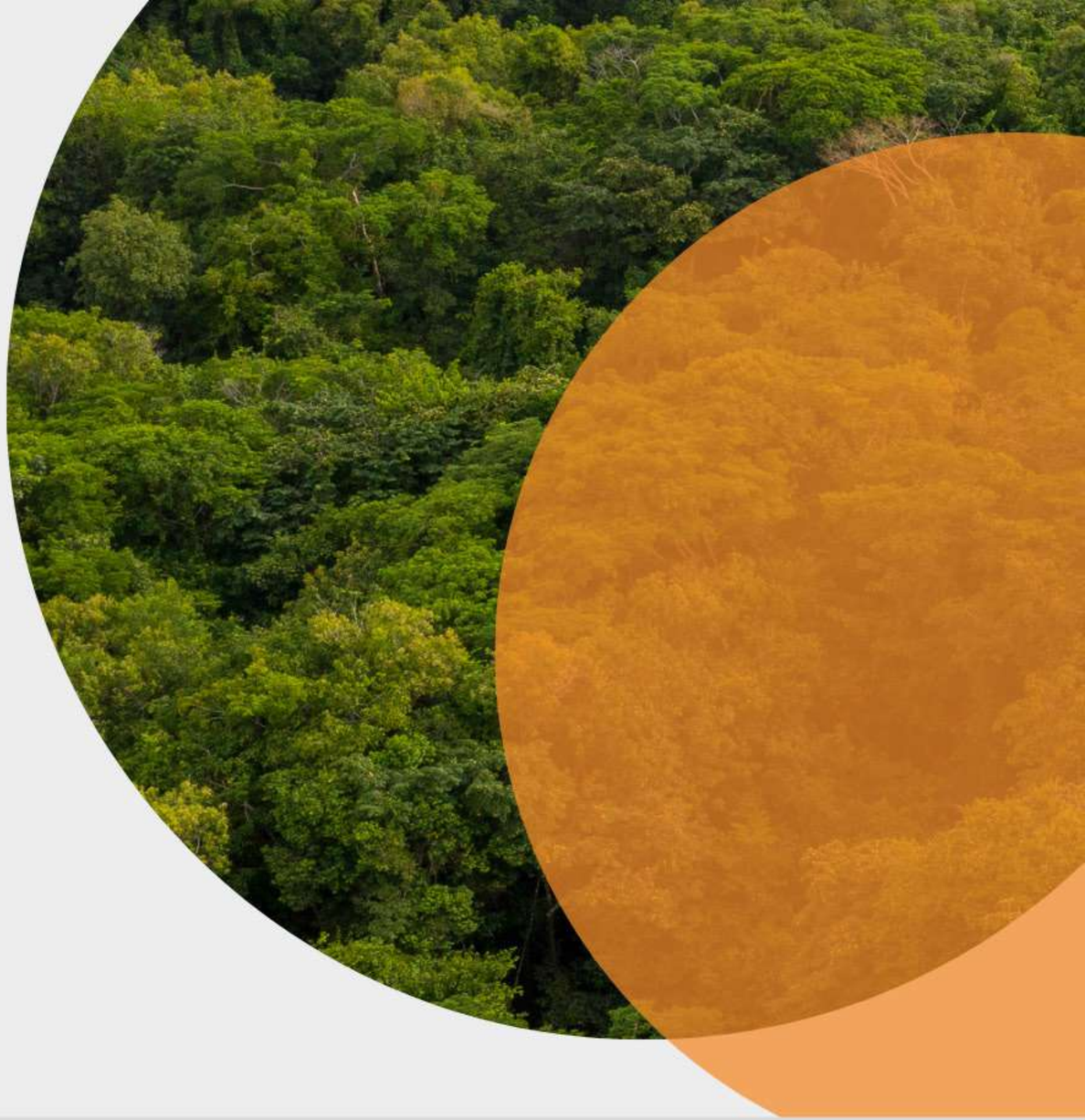
Local NGOs, grassroots social movements, community leaders, social entrepreneurs, municipal governments, etc, have greater knowledge of the reality and challenges of the region, articulate and dialogue with final beneficiaries such as traditional communities and indigenous peoples, and are crucial links between companies and the field. In addition, they sometimes embody the knowledge and expertise of the territory that cannot be ignored in the construction of effective solutions.

Most of the projects identified in the two phases of the mapping are designed and implemented with local institutions. Some of the companies interviewed mentioned that the first step, even before designing the actions intended, was to listen to the demands of the territory and map the local opportunities, in order to ensure that any action developed will be aligned with whatever already exists or should exist on site.

Recognizing the existence of a system, players and relations in a territory – as opposed to a void to be filled with good intentions – was a learning point after centuries of prevalence of predatory cycles of the boom-collapse model imposed on the Amazon region by external decision-making powers. In 2022, the private sector, as one of the driving forces of the economy, urgently needs to contribute to the creation and promotion of opportunities for sustainable and inclusive development.

Hence, it is necessary that the company looks at the development and strengthening of local institutions. To strengthen and structure chains and foster a local business environment that are partners, but not dependent on the perennial existence of large companies, is to leave a legacy that generates impacts beyond those intended with specific projects.

Participation in networks and spaces of dialogue and articulation



One of the first perceptions that can be seen is the growing adherence to networks and sectoral (or multi-sector) movements. In addition to **CEBDS** itself, to which most companies mentioned here are associated, a significant portion participates in broad collective articulations, such as the **Business Movement for the Amazon,** the **Amazon Concertation,** and the **Brazilian Coalition on Climate, Forests and Agriculture.** There are also specific movements of sectoral or thematic focus: Round Table on Responsible Soy Association (RTRS) and the **Brazilian Roundtable on Sustainable Livestock** (GTPS), for example[9].

Some of these are designed to be spaces for collective and effective action on the ground, with co-investment and joint implementation of projects, such as the **Partnership Platform for the Amazon** (PPA), or to serve as important spaces for the exchange of experiences and learning, and consolidating knowledge, such as CEBDS itself and the **Ethos Institute**, through its **Ethos Conference**.

Most, although not going so far, have played a symbolic role in unifying and strengthening the public position of the private sector in favor of agendas such as combating deforestation, advocating for public action, and even as the voice of commitments made by the sector itself. See, for example, the **Brazilian Business Sector Communication[10]**, a letter signed by dozens of CEOs of companies, groups and sector entities and sent in 2020 to the president of the **National Council of the Legal Amazon** (Brazil's vice-president Hamilton Mourão) expressing concern about the business impact of the negative international perception regarding Brazil's socio-environmental problems in the Amazon.

[9] The collective networks, movements and platforms that appeared in the mapping were: Call for Action – Business for Nature, CDP – Carbon Disclosure Program, Brazilian Coalition on Climate, Forests and Agriculture, Public Livestock Commitment (CPP), Amazon Concertation, ICMM (International Council for Mining & Metals), Ethos Institute, National Pact Institute for the Eradication of Slave Labor (InPACTO), Global Cement and Concrete Association (GCCA), Soy Moratorium, Possible Amazon Movement, Net-Zero Banking Alliance (NZBA), UN Global Compact, Partnership Platform for the Amazon (PPA), Green Seal, and The Union for Ethical BioTrade (UEBT)

[10] https://cebds.org/wp-content/uploads/2020/07/cebds.org-comunicado-do-setor-empresarial-brasileiro-cebds.org-movimento-empresarial-pela-amazonia-comunicado-setor-amazonia-v7.pdf

Actions to cope with COVID-19

During 2020 and 2021, many companies eventually redirected resources and various efforts to face the COVID-19 pandemic. Most focused on emergency support such as donating masks, hygiene products, tests, respirators and oxygen. Some companies, in addition, have created or supported initiatives of economic recovery, ensuring the livelihoods of communities and the survival of small businesses disproportionately affected by the crisis.

Although we have not identified cases perfectly applicable to CEBDS' priority theme number 7 ("incentive packages for the economic recovery of the effects of the COVID-19 pandemic conditioned to a circular and low carbon economy") within the criteria for selecting case studies , there are still many efforts worth mentioning.

The **Juruti Contra a Covid19 (Juriti Against Covid19)** project, by the **Instituto Juruti Sustentável (IJUS)**, supported by the United States Agency for International Development (**USAID**), **Alcoa Foundation** and **Juruti Family Agriculture Cooperative** (Cooafajur), worked on the fronts of information, training, food security, hospital equipment, income generation, support for family farming, among other activities.

Eneva hired local seamstresses and provided raw material for the production of masks and lab coats for health professionals, collaborators and communities in the states of Maranhão and Amazonas, within the scope of **Costurando para o Bem (Sewing for the Good).**

Schneider Electric, through **Tomorrow Rising Fund,** raised almost R$90,000 for the **COVID Amazon Alliance of Indigenous Peoples and Traditional Populations and Partner Organizations in the Fight Against the Coronavirus,** coordinated by **FAS** (Sustainable Amazon Foundation) and supported by numerous partners, including public, private and community institutions, companies and city halls. The funds raised were used for food, hygiene and health products and raising awareness to combat the pandemic.

Suzano's **Sacramenta Socioambiental** program is one example of shifts and adaptations made in projects in the context of the pandemic. Designed to strengthen the relationship between the company and the communities around its processing unit in Belém (PA), in the neighborhood of Sacramenta, its actions are aimed at improving the quality of life of the local population and are developed in social and environmental themes in articulation with people and organizations of the territory. In 2020, the project adapted to support the fight against the virus through social assistance, health and popular accessible communication aimed at coping with the pandemic.

In response to the economic hardships caused by the pandemic in small businesses – especially those that depend on the products of socio-biodiversity and family agriculture – **Fundo Vale**, in partnership with **Instituto**

Conexsus, launched a **Socio-environmental Response Plan** and an **Emergency Line of Credit**. In addition to the loan, associations and cooperatives had access to services to strengthen their management, legal consulting, training in marketing and commercialization and services to facilitate their access to the market. Until December 2020, US$1.2 million in resources were made available to 82 associations and cooperatives, benefiting 10.5 thousand rural producers, in approximately 32.6 thousand hectares, a third of them in the Legal Amazon.

If the private sector actions to combat the pandemic have shown us something, it is the distances we can go with focused mobilization efforts in the face of such crisis and commotion. Companies halted part of their manufacturing operations to produce alcohol sanitizers, donated millions in health and hygiene items that were not part of their portfolios, helped raise awareness with massive communication campaigns, offered emergency credit and training to disproportionately affected farmers, etc. This shows the potential that the private sector has to rise to the occasion, act quickly in urgent needs and be part of solutions, which further reinforces the importance of their participation in other critical problems, including environmental ones .

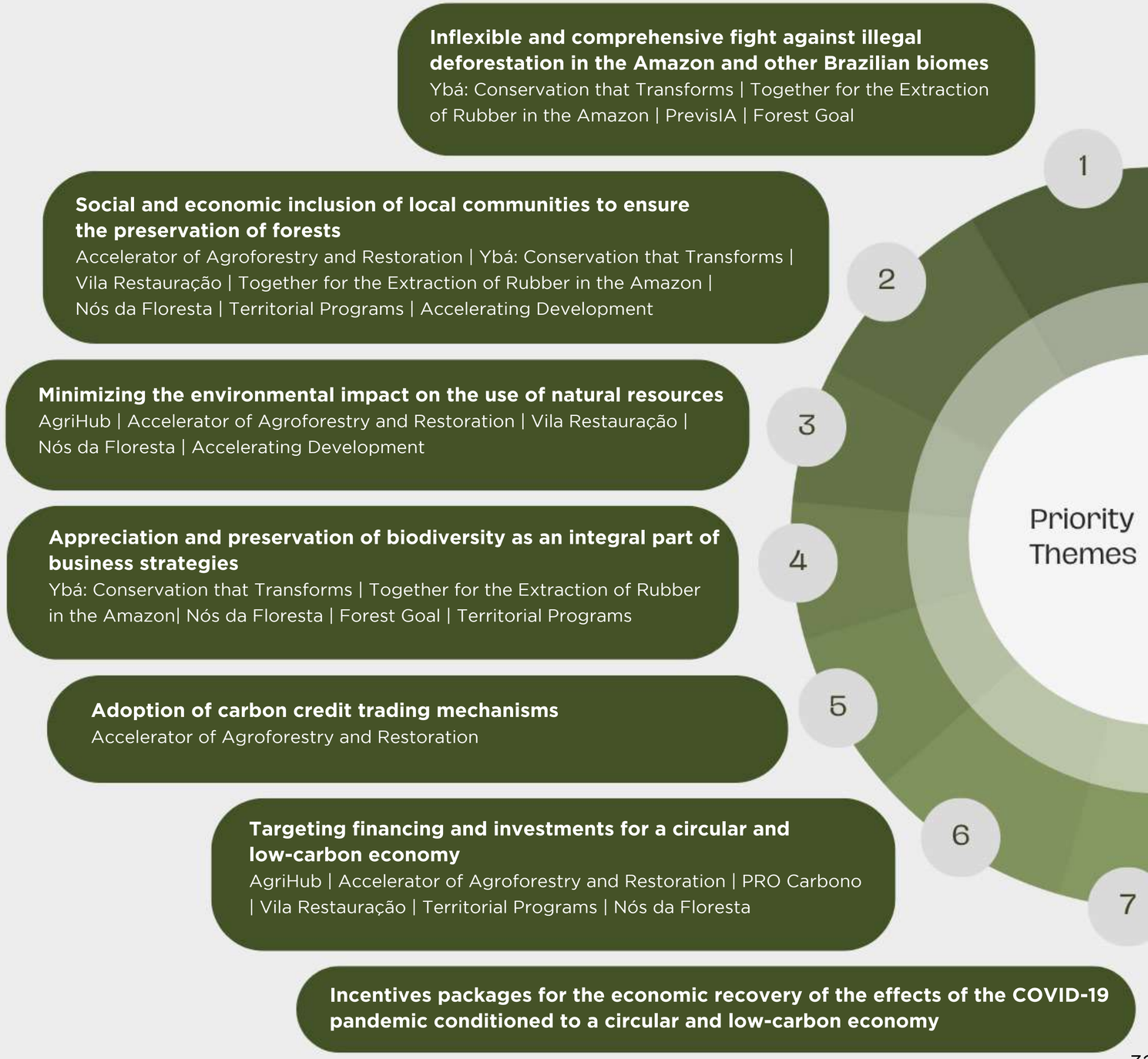
3

Casebook

This section describes the 11 initiatives selected following the criteria previously explained and in-depth interviews. In addition to shedding light on them, the intention of this study is to present a diversity of formats and innovative models of projects so that, in addition to the actions themselves, the model and the “mechanics” of these actions can also serve as inspiration for replicating or adapting them in other contexts and companies.

As mentioned throughout the previous sections, there are many challenges of developing and implementing projects in the Amazon, so we dedicate a space in each project to talk about these challenges. In the individual interviews it was possible to deepen the understanding of the different mishaps found along the way. Fortunately, a common feature of these cases is the willingness to learn and adjust practices throughout the process, a fundamental requirement for new models and formats to be experienced and improved.

The selected cases relate to CEBDS’ seven priority themes as stated below:



Accelerator of Agroforestry and Restoration

In line with its **The Climate Pledge**'s global commitment to achieve carbon neutrality by 2040, **Amazon** works to decarbonize its operation and invests in technologies that can accelerate this trend – including the use of electric vehicles and the purchase of renewable energy. In addition, the company also invests in nature-based solutions outside its value chain in order to neutralize residual emissions. The Agroforestry and Restoration Accelerator is one of the ways to help achieve these goals, generating carbon credits for Amazon to buy, while generating benefits for local communities and keeping the forest standing.

The idea is to remove carbon from the atmosphere through **forest restoration and the implementation of agroforestry systems** (SAFs), starting in the state of Pará, where local partners have long been working with successful pilot projects. Initially, The Nature Conservancy (**TNC**) and the World Agroforestry (**ICRAF**) conduct the technical front in the field, helping family farmers who have degraded or unproductive areas, mainly due to low-tech livestock, to combine agricultural systems arrangements, based on **growing cocoa and native species such as açaí.** The Accelerator will equip producers with seeds and seedlings, technical assistance and training services, **access to rural credit and to consumer markets**, and support the environmental compliance of their rural properties, within the legal requirements.

According to the company, which has on the large scale operations one of its largest market strengths , there is no more time to restrict to pilot projects, it is urgent to scale up experiments already tested. That is why it doesn't name the initiative as a "project", but as an "accelerator".

Prior to the sale of carbon credits (which will come from the 5th year onwards), local development begins in the short term, with the sale of commodities produced in the SAF – which is expected to represent the majority of the income generated for producers. This is also an engagement strategy, because it generates positive results already at the beginning of the activities.

The initiative has been teaching the importance of individual decision and commitment – especially of young leaders and women – but also partnerships with local cooperatives and associations, to attract farmers' groups to sustainable practices. Effort is being put into building systems that integrate local institutions and local knowledge – as an advisory board through which local social groups can participate in decision-making .

Amazon has created its own program, with the strength of local partnerships, as an alternative to buying credits generated by third parties, because it understands that the existing supply would not meet the demand of the company, in both quantity and quality – since they seek credibility in the additional social benefits of their credits, which will certainly be under public scrutiny.

The resources invested come from the **Right Now Climate Fund**, a company fund announced in 2019 with US$100 million for reforestation and different nature-based climate mitigation solutions around the world. The Accelerator is one of the initiatives contemplated, alongside other projects that improve the livelihoods of local communities and remove carbon from the atmosphere.

Partners

Amazon, TNC, and ICRAF

Open to collaboration/new partnerships:

Collaboration opportunities

Open to new rural producers, as well as potential buyers for the value chains/ commodities generated by the SAFs. Acceleration and integration of other initiatives, from governments and NGOs, which already implement SAFs.

SDGs

Money invested

Not disclosed by the company

Estimated duration of the project

Not disclosed by the company

Accelerator of Agroforestry and Restoration

Highlights

Investment in nature based solutions at scale for the climate crisis.

The objective is to accelerate the recovery of degraded or unproductive areas via agroforestry systems (SAFs) that, in addition to generating carbon credits, will boost farmers' income with the production of crops, such as cocoa and açaí.

The company's expertise in scale is used to increase initiatives of local partners who already have successful tests in the territory, as a way to meet the urgency of the theme.

Action by a company without direct operations or value chain present in the Amazon region, to compensate for its own emissions by generating credits with high levels of socio-environmental co-benefits.

Lessons learned

- ✓ Need to loosen and reduce barriers for entry for the producers (e.g. no ong-term contracts or exclusivity; the expectation is to keep them active because of the positive results shown at the beginning of the project).
- ✓ Importance of building systems that integrate local institutions and local knowledge, such as the creation of advisory councils through which associations can give feedback and contribute to the decision-making process.
- ✓ Engaging community leaders, youth and women helps inspire other players to participate.

Scalability

high potential, both in regards to the expansion to new areas and to new partners – especially in technical assistance, access to credit and other sources of funding for farmers.

Challenges

Reorient the mindset to seek scalable solutions, so that the territory has systemic change as an objective, not a project-to-project approach.

Logistics, infrastructure and the provision of technical assistance and large-scale supply chains, which demands a high volume of technical and human resources.

Ensure and increase access to credit to the producers involved.

Main impacts

For phase 1, it is estimated

to benefit 3,000 families and a total area of 18 thousand hectares.

In 30 years, the expectation is to remove 9.6 million tons of carbon from the atmosphere.

Accelerating Development

Accelerating Development is a project **that aims to promote citizen training and foster local capacities for sustainable territorial development** through strategies of Territorialization of the 2030 Agenda and acceleration of meeting the UN's Sustainable Development Goals (**SDGs**) in the cities of Alta Floresta and Paranaíta (MT) and Jacareacanga (PA).

The investment (linked to the funding contract with the Brazil's National Bank for Economic and Social Development – **BNDES**, as a voluntary condition to the G sub credit received) is owned by the **Teles Pires Hydroelectric Power Plant**, controlled by **Neoenergia**. The execution is carried out in partnership with BNDES, and conducted by the United Nations Development Program (**UNDP**).

It is a project that proposes an inclusive and sustainable territorial development approach – involving multiple players in the territory – and focuses on **structuring actions** in the hope that they will benefit the public management of sustainability in the municipalities.

Until 2023, it will promote **local development diagnoses focused on the SDGs, as well as training and advisory activities directed at public and private agents** – municipal governments, private sector, social movements, academia, small producers, among others.

In the first phase, the focus is to train public agents in elaborating multi-annual plans, creating and monitoring indicators and other related mechanisms based on the SDGs, as well as to train city councilors and advisors on **2030 Agenda** matters. Some content is also available to other players (civil society, academia, private sector) via online courses. In a second phase, the focus will be on rural producers, aimed at boosting the productive chains of the region and building actions of mapping, dialogue and engagement of social and business leaders.

The need to qualify the public power was a lesson learned from a previous project of the company, focused on the productive revitalization of agrarian reform settlers in chains such as coffee and fish, which eventually faced a bottleneck of adequate public policy care.

Now the understanding is that qualifying public authorities helps in promoting inclusive economic growth, transparency and social participation; regulating and meeting local demands; in better use of public resources (including those derived from private sector royalties) and policies aimed at sustainability; and in the interaction with companies and the population with clearer roles and responsibilities.

The program itself was designed to gain scale . Other municipalities can take advantage of the opportunity of training digitally, with the online courses – available on the UNDP website, which can significantly expand the number of beneficiaries. New investors could also replicate the UNDP program, in a similar structure, in other regions.

Partners

Neoenergia, UNDP, BNDES, ABC Brazilian Agency for Cooperation, and Municipal Governments

Open to collaboration/new partnerships:

Collaboration opportunities

The base program was designed by UNDP and new partners and investors could contribute to the financing and expansion of activities.

SDGs

Money invested

R$ 4 million (4 years)

Estimated duration of the project

2021 - 2024

Accelerating Development

Highlights

The training of public and private agents in a territory increases the capacity for participatory dialogue, regulation and meeting structural local demands, as well as the planning and implementation of policies and programs for sustainable and inclusive development.

Large companies have high local power of influence and can help drive the development of the region where they operate – both by positively influencing their supply chains and by strengthening public power capabilities at municipal level.

Lessons learned

- ✓ It is necessary to train not only the beneficiaries and local rural producers, but also public managers and decision makers.
- ✓ Knowing more deeply the municipalities opens up possibilities of finding synergies between ongoing plans by the public power and the proposed actions.
- ✓ Dialogue and participation are essential for territorial development.

Scalability

In the short term, there are opportunities to increase the beneficiaries of online training. In the long term, to include new partners to expand the financing of projects aligned with the SDGs and to replicate the methodologies and capabilities developed by the project in other territories.

Challenges

Unpredictability of public managers' schedule and change of focal points in municipal administrations, which compromises the continuity of actions proposed.

Need for alignment and attention to language and dialogue with traditional populations, especially indigenous groups.

Internet connection is often unstable in the municipalities involved, which hinders remote activities.

Main impacts

60 municipal management players trained on the 2030 Agenda;

32 city councilors and advisors trained in "The role of the Municipal Chambers in the Promotion of the Sustainable Development Goals (SDGs)";

555 students enrolled in the online course "Introduction to the 2030 Agenda and the Sustainable Development Goals"

AgriHub

The perception that Mato Grosso, a state of greatest relevance in Brazilian agribusiness, depended significantly on technology imports, was the motivator to mobilize local players to design and implement strategies to support and foster the development of a local innovation ecosystem.

AgriHub is initially a program of Mato Grosso's Federation of Agriculture and Livestock (**Famato**), but in 2020 it becomes its own institute, a **hub to connect, support, develop and deepen technologies related to agribusiness.** A collaborative chain articulating several entities in the sector, aimed at promoting technological innovation and strengthening local startups, that offer products and services to meet the demands of rural producers in the state.

On the one hand, it supports the **development of startups focused on bringing innovative solutions to the entire agribusiness chain**, from crops and management to logistics, conservation, forest regeneration and other ESG fronts. Examples include solutions for pests and diseases; development of more modern equipment; more resistant seeds and seedlings; logistics and integration solutions with suppliers and markets; and promotion of more efficient processes that reduce the chain's environmental impact .

On the other hand, it **identifies the problems of rural producers in the field and connects them to these startups**, mentors, technology companies, researchers and investors to develop solutions and promote the best adjustment of these technologies to the needs of the field. In their own words, the value proposition is "**to connect the wisdom and experience of those who know every inch of the land with the expertise of those who breathe technology**."Thus, it hopes to become a reference technology center in MT, with local solutions to local problems, and with the ability to increase the income of rural producers and contribute to sustainable development through technological innovation.

Amaggi was invited to engage initially by supporting the coworking **AgriHub** space, and quickly expanded its participation. Today, it is both a funder and a hub client – and thus has access to innovative startups and their solutions that respond to the pains and demands of its own business.

The impact of the initiative is shown in the proliferation of business partnerships, which demonstrates booming in the ecosystem. There is room for both new startups and investors, as this chain grows and creates conditions for the emergence of new ideas and new businesses. Presumably, the network model to solve business problems while fostering entrepreneurship is also replicable in other regions or sectors – **AgriHub** itself was born inspired by similar hubs in other sectors. But since a hub is built precisely from connections each articulation would be specific to a different conjuncture.

Partners

AMAGGI, Agro Amazônia, Bayer, TMG, FAMATO, SENAR-MT, IMEA, and Rural Unions

Open to collaboration/new partnerships:

Collaboration opportunities

Specific calls to new startups. There is also openness for companies to join as sponsors and seek solutions for their agricultural operations in the region.

SDGs

N/A

Money invested

Not disclosed by the company

Estimated duration of the project

2021 - 2023

AgriHub

Highlights

Technological diffusion and open innovation in the state that is the largest agricultural player in the country.

The Hub connects agribusiness with startups that can develop technological solutions for the demands and challenges of the company or its supply chain.

Collaborative innovation, both to create conditions for new ideas to emerge and to develop and implement them.

A booming innovation ecosystem directly helps in agricultural productivity indicators, but it has also been opening up space for new ideas and developments in sustainability (carbon, conservation and other ESG fronts).

Lessons learned

- ✓ The importance of fostering the ecosystem when the company is interested in enjoying innovative solutions in its business.
- ✓ The need for startups to go to the field and experience the reality of the problem they intend to solve.
- ✓ The importance of having active leadership in the proposed collaborative process, that can engage the team in an innovation-oriented management, regardless of the area.

Scalability

Growth via new partners and building new relationships. It is also a model that can inspire collective and sectoral action in other regions/areas.

Challenges

Build governance for sectoral orchestration, and between the sector with the government, to advance in structural challenges of rural areas (connectivity, traceability, climate predictability)

Convergence between the different stages of maturity of technologies and the specific needs of rural producers

Main impacts

Improvement in the products and services of startups and other participating customers

Joint implementation of startup projects with Amaggi

PRO Carbono Initiative

The **PRO Carbono Bayer** program, part of the Bayer Carbon nitiative, launched in 2020, was born as part of the company's internal sustainability goal, which seeks to reduce CO2 emissions by up to 30% in the crops and countries with which it works. The objective of the program is to offer producers an economically attractive model, which extends their productive potential and carbon sequestration in the soil from sustainable agronomic practices, while solutions are developed to meet technical, scientific and methodological challenges related to carbon measurement and the generation of credits in the agribusiness.

It chose to work with organic soil carbon, which is currently not considered in carbon quantification methodologies (leading to many farmers who implement good practices not being able to reap financial benefits from these actions in their carbon credits). Thus, from the desire to **"tropicalize" the carbon quantification protocols**, **Bayer** signed a contract with **Embrapa** and **ESALQ/USP** and a partnership with several other specialists from different universities to deepen research and develop new protocols that consider calculations and reductions of emissions from the fixing of organic carbon in the soil, aiming at the expansion and scalability of the initiative.

In view of the good practices implemented in participating farms, soil and fertility analyses are made in test plots (areas of 100 hectares) of soybean, in the lands of the producers who joined the program. The intensification of these techniques, by itself, is already able to increase the productivity and fertility of the soil, which generates positive results for the participants. The future goal is to quantify emission reductions related to these activities and generate carbon credits, which can represent an additional income for producers. The project is currently taking place in 14 Brazilian states, inside and outside the Legal Amazon.

The research carried out and the results obtained **contribute to scientific knowledge**, because they serve as the basis for work and technical discussions on how to quantify organic carbon in tropical soils. This subject is also addressed in a committee of specialists from 8 universities, to adjust practices to be included in specific MRV protocols that can be audited and certified in the future. The intention is to create a carbon calculator, which takes into account organic carbon in the soil and the specificities of different crops.

In addition to the possibility of increasing farm productivity and potential future sale of carbon credits, participants receive three years of consultancy subsidized by **Bayer** for the implementation of good practices and conservation management and still have access to advantages offered by other partners, analysis of fertility and carbon stock in the soil, socio-environmental diagnosis of properties and access to content and professional experts in the subject.

Partners

Bayer, Embrapa and Esalq/USP

Open to collaboration/new partnerships:

Collaboration opportunities

Other companies in the agribusiness and food production, with related production chains, can apply techniques and methodologies used in the project. Open to other partners that can offer differentiated services to the producers participating in the project, as part of the ecosystem.

SDGs

N/A

Money invested

Not disclosed by the company

Estimated duration of the project

3 years for phase 1

PRO Carbono Initiative

Highlights

Technical training provision for new practices in soybean and corn producers that, in addition to the future potential of reducing emission, increase productivity and soil fertility.

Partnership with the academia and research institutions to develop scientific knowledge, reduce greenhouse gas emissions in the agricultural sector, and improve methodology to quantify carbon in the soil – which benefits not only the participating producers and the company, but it advances the debate and generation of new MRV (measurement, reporting, and verification) protocols.

Lessons learned

- The high adherence to PRO Carbono reflects the interest of Brazilian producers in being part of the construction of a carbon neutral agriculture.
- Overcoming carbon measurement challenges requires collaboration – hence the importance of basing it on science and including experts' support.
- Broadening the perspective regarding the carbon ecosystem and the importance of partnerships in building scientific knowledge.

Scalability

High scalability potential via two paths: expand best practices for the entire rural state belonging to participating producers (currently limited to 100 ha plots); and the possibility of expanding the number of producers and crops included in the project in the future.

Challenges

The calculation of soil carbon in agriculture itself and the development of a methodology which includes this data.

Climate aspects, outside the project control, that can compromise the results of the participating producers (e.g. heat waves that dry up the soil cover and increase emissions).

Maintain the economic attractiveness of good practices in the face of commodity price fluctuations.

Main impacts

1800 participating producers;

80,000 hectares;

Goal is to increase productivity of the areas by up to 10% versus areas with traditional techniques;

80% reduction of the carbon footprint per ton of soybeans, compared to the average of the main international databases.

Together for the extraction of rubber in the Amazon

Rubber is an emblematic product in the Amazon. The turn of the 19th to the 20th century saw its boom with unprecedented economic development and prosperity, but the cycle was accompanied by significant impacts on inequality and exploitation, until the loss of the market, now dominated by Asian countries. Currently, there are some movements to resume and strengthen this chain with more responsibility and attention to the distribution of income, a context in which the project **Together for the Extraction of Rubber in the Amazon** is inserted.

In 2016, with the purchase of **Levorin** – which includes a plant based at the Industrial Pole of Manaus – **Michelin** proposed **to reactivate the rubber value chain** in a regenerative way. Allied to the **Michelin Foundation** and **WWF-Brazil**, it announced a partnership to develop strategies to strengthen the initial links of the rubber extraction chain in the Amazon, seeking to conserve the forest with strengthening the **local traditional populations,** pillars of a new **Amazon economy based on the use and valuing of socio-biodiversity.**

The actions begin in 2019, with the project design. The initial intention is to generate positive economic impact for 3,800 families, benefited by the direct and indirect conservation and management work of 6.8 million hectares in 14 Conservation Units in the state of Amazonas – from which **Michelin** will buy 700 tons of rubber under agreed social and environmental standards, boosting the local economy. Once the training, flows and certifications in this pilot model are consolidated, the purchase of rubber passes from the pilot project to business as usual, integrated into the chain, and can expand further.

The local productive arrangement involves the C**hico Mendes Memorial**, which contributes with local knowledge and articulation. Partners participate in daily meetings on the steering committee, which allows the company to better understand the pains, needs and expectations of all chain links.

The company then began to commit to the purchase of the next crop, at a differentiated price (140% of that practiced in the market) that includes **payment for environmental services**, and specific adaptations to the associations of producers, such as the advance of 30% payment for the crop to provide working capital. Partnerships support the training of rubber tappers in sustainable practices, as well as in administration and management, and the provision of local infrastructure with computers and internet. It also proposes to work with the government to guarantee associations access to public policies related to the purchase, credit and promotion of the rubber chain, and attracting more players to this ecosystem.

Although there are still uncertainties regarding how the tire market as a whole will value these differentials in sustainable production, **Michelin** is taking the lead in the reactivation of the native rubber value chain in the Amazon, and willing to give traction to a socio-biodiversity agenda linked to an economy of resistance that extracts value from the standing forest. The strategy is also closely linked to the group's ambitions for 2030 and for the future of its business.

Partners

Michelin, WWF-France, WWF-Brazil, Chico Mendes Memorial, and Michelin Foundation

Open to collaboration/new partnerships:

Collaboration opportunities

He company's proposal to rescue the chain also involves bringing other companies that have rubber as part of their value chains.

SDGs

Money invested

Not disclosed by the company

Estimated duration of the project

2021 - 2023 (phase 1)

Together for the extraction of rubber in the Amazon

Highlights

Rescue and strengthen an Amazon socio-biodiversity chain that was one central to the regional development, now in a regenerative way, with ethical biotrade and income distribution.

Alignment of project actions with the raw material needs of the company.

Model of operation anchored in the field reality and needs – working capital advance; training in sustainable practices and also administrative/ organizational issues; articulation with the government to ensure proper state subsidies and bring other partners to the chain.

Production purchase agreements, with price composition including payment for environmental services.

Lessons learned

- ✓ Partnerships with those who know and are inserted in the local reality are essential.
- ✓ Commitment from the high leadership is key to ensuring the flexibility required for the company's processes to adapt to the local reality.

Scalability

Although the local arrangement depends heavily on building relationships and practices at local level, the restructuring of the chain at state level can help a possible expansion to other UCs

Challenges

Adapting to a model that makes sense to local players requires reorganization of the company's modus operandi, or adjustments in internal procedures (legal, financial and compliance).

Logistics complexity to access the participating conservation units (UCs).

Ensure the origin and traceability of the rubber produced in the context of the project.

Main impacts

A pilot purchase of 7 tons of rubber was symbolic to consolidate the relationship of trust with communities that resume operations in the chain.

It intends to reach the production of 700 tons, directly or indirectly benefiting 3,800 families.

Meta Florestal (Forest Goal)

Vale's **2030 Forest Goal**, announced in 2019, is a **voluntary commitment to recover and protect 500,000 hectares** (beyond the company's borders) by 2030. Of this total, **at least 100,000 hectares will be recovered through businesses with positive socio-environmental impact**, that is, fostering entrepreneurship and stimulating the development of an agroforestry ecosystem of businesses linked to the recovery of areas in Brazil. Although the goal contemplates the whole country, the program pays special attention to the Amazon, since the region houses Vale's biggest operations, Carajás.

This is the largest area recovery program through investment in sustainable production businesses ever carried out in Brazil. Such ambition requires a living agenda, in which diversified strategies are piloted, and that includes different action fronts, such as investment and business acceleration for the implementation of agroforestry systems (SAFs), adding new partners, creating a network of suppliers and developing research and knowledge management, among others.

For the 400 thousand hectares that are to be protected, a REDD+ program is foreseen in an **impact carbon** logic, focusing on social benefits in addition to the environmental ones.

As for the portion to be recovered productively, there is backstage work negotiating with companies that buy from the productive chains contemplated in the agroforestry systems to include them in the arrangement, ensuring **market access and production flow.** Vale has used its influence in the market to attract relevant players in chains such as cocoa, macaúba, açaí, banana, cassava, native timber and honey.

In addition to meeting the hectares expressed in the goal, Vale expects to leave as a legacy a stronger productive chain of forest recovery, with new businesses up and running, with the capacity to contribute to other recovery initiatives, including in other territories.

The case shows the potential to combine business goals and voluntary commitments with positive social impact projects and businesses. It also shows the importance of partnerships to reach scale, and the need for collective action to expand results, even when a large company with financial capital initially drives the process.

At the current stage, the arrangement already involves different players: **Fundo Vale** is responsible for execution; **Vale Technological Institute**, for research; **Reserva Natural Vale** supports the technical part; **Imaflora** works in socio-environmental safeguarding and monitoring of areas using georeferencing technologies; **Palladium** manages the portfolio; **Move Social** developed the theory of change and is responsible for the calculation and analysis of impact indicators; **Fundação Certi** and **Darwin Startups** run the acceleration program; **SITAWI** contributes with analyses and financial indicators of the business; and **Ecosecurities**, with the carbon agenda.

Partners

Vale, Fundo Vale, Instituto Tecnológico Vale, Reserva Natural Vale, Imaflora, Palladium, Move Social, Fundação CERTI and Darwin Startups, SITAWI, and EcoSecurities

Open to collaboration/new partnerships:

Collaboration opportunities

The ambitious goal not only allows, but also requires other partners, especially businesses ready to implement agroforestry systems in the field.

SDGs

Money invested

R$ 100 million (phase 1: 2019 – 2021)

Estimated duration of the project

2019 to 2030

Meta Florestal (Forest Goal)

Highlights

Project innovation comes with the scale of the goal, especially with the promise to restore 100,000 hectares through projects and businesses of social and environmental impact.

The bet is that the promotion of agroforestry entrepreneurship and the development of a new business ecosystem linked to forest recovery in Brazil promotes a more sustainable economy.

It is a very robust movement because it provides an opportunity for the private sector to engage around the concept of "impact carbon" and generate learning and models based on productive recovery.

Lessons learned

- To achieve something on this scale, it is essential to diversify actions and strategies.
- Careful look at governance – actions with so many partners involved need to have clear roles and responsibilities, but with sufficient flexibility to allow for necessary rearrangements throughout the process.
- The social and environmental businesses, as well as the forestry and climate sector, in their current maturity stages, still require seed capital and investments in acceleration, as well as blended finance mechanisms .

Scalability

The assumption is that, by strengthening the sector (with accelerated businesses and established partnerships), businesses will have the ability to implement forest recovery actions at scale in other territories and for other contractors, even after Vale's goal has been achieved.

Challenges

The scale in which the project operates presupposes difficulties in logistics, availability of inputs, appropriate technologies, and enough human resources to meet such demand

The effective implementation of sustainable practices and the guarantee of compliance with environmental and social legislation in all participating areas.

Ensure impact measurement in the field with adequate depth and frequency for all indicators defined as fundamental.

Main impacts

More than 6 thousand hectares already recovered until January 2022, in seven states of Brazil, and direct contributions of almost R$ 60 million in 5 businesses based on productive recovery models

Nós da Floresta, territorial development focusing on entrepreneurship and the economy of the standing forest – Amazon Lives Ecosystem

In order to strengthen the economy of the standing forest, entrepreneurship and territorial development, it is essential to foster partnerships aiming at the activation, strengthening and creation of new businesses in the Amazon. Today this movement brings together **Natura, Conexsus, Sebrae, Projeto Saúde e Alegria** and other local organizations, initially in 3 territories of **Natura**'s operations in Baixo Tocantins, PA. This movement fosters networks of local, regional, national and international partnerships.

Looking at the **potential of the Amazon to generate innovative, inclusive business models that enhance the conservation and regeneration of the forest**, as an alternative to the forms of production that degrade the forest and promote deforestation, the Nós da Floresta program aims to leverage the bioeconomy of socio-biodiversity; strengthen the ecosystem of innovation and entrepreneurship in the Amazon territories; foster new local businesses – especially ones led by women and young people; among others.

The initiative is part of **Natura**'s way of acting and its historical relationships in strengthening agro-extractive cooperatives, socio-biodiversity chains and territorial development of the Amazon region (where the company has been operating for more than 20 years, in 16 territories), which from 2018 onwards began to have a greater focus on entrepreneurship to leverage local vocations. It sees the territories as starting points, with an approach based on structuring thematic pillars, such as **entrepreneurship**, conservation and income, following a strategy of local development.

Concretely, the actions unfold into three pillars: **strengthening cooperatives**; powering **markets**, including regional ones for products with which cooperatives already work; and connections to foster the ecosystem of **innovation**.

There is plenty of room for new partnerships that add to the efforts, especially in the innovation pillar – as long as they prove interesting to the value chains and align with the competences of the cooperatives. In other words, themes beyond the specific bioassets of **Natura** could still fit into the alliance, especially structural and transversal ones that respond to local demands, such as digital inclusion and renewable energy. It is necessary to leverage solutions, social and environmental impacts in a synergistic way, and work together on systemic pains that afflict the Amazon.

The company reinforces that the initiatives must have as premise the interests, vocations and demands that are presented in the territories – movements, organizations, knowledge, business, dynamics. The key would be to **provide new connections and strengthen the links between the different players**, for a shared vision of the business culture and innovation to achieve common goals.

Nós da Floresta is part of a larger initiative of **Natura**, focused on the Amazon, which covers 16 territories, comprising 40 cooperatives, impacting 8,155 families and contributing to the conservation of 2 million hectares.

Partners

Natura, Conexsus, Projeto Saúde e Alegria, Rede Jirau de Agroecologia, APACC, ASPROC, and Sebrae

Open to collaboration/new partnerships:

Collaboration opportunities

Potentially open to funders and new partners that collaborate to strengthen local entrepreneurship and innovation ecosystems, with cooperatives and businesses focused on the forest as a central element.

SDGs

Money invested

R$ 4.1 million of Natura's own resources and
R$ 1.7 million by third-parties

Estimated duration of the project

Recurrent

Nós da Floresta, territorial development focusing on entrepreneurship and the economy of the standing forest – Amazon Lives Ecosystem

Highlights

Addressing the structuring of thematic pillars – namely entrepreneurship, forest conservation and income generation.

Focused on leveraging the development of territories from their local ecosystem, players, demands and vocations.

It works primarily with cooperatives, bringing structure and training, thus strengthening the entire market, with other local products.

Lessons learned

- ✓ Fundamental importance of working in partnership and being fully aligned with the demands of the cooperatives.
- ✓ Exercise a flexible model, where learning and solutions are incorporated throughout the execution process.
- ✓ Transversal model, which works for scale anchored in socio-biodiversity, but still allows for customization in local contexts.

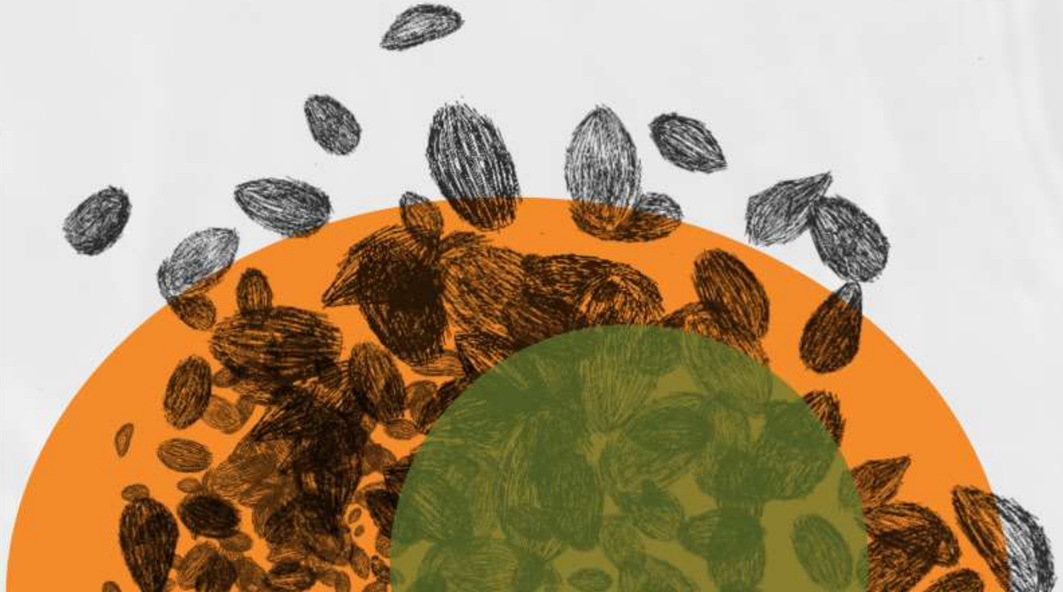
Scalability

The initiative has the potential to gain scale and expand to other territories, always maintaining the premise of acting with local players and demands.

Challenges

Foster a movement of innovation and entrepreneurship still incipient in the Amazon territories where the company operates, aiming to enhance the economy of the standing forest.

Leverage partnerships and fundraising in order to power these themes in the territories.



Main impacts

in 2021

2021: 13 cooperatives/associations involved;

More than 20 socio-biodiversity chains involved;

More than 2,000 families benefited

PrevisIA

Launched in August 2021, the PrevisIA tool helps **forecast deforestation of the Legal Amazon** through artificial intelligence and satellite imagery in order to generate information to prevent degradation. It was created from a partnership between **Imazon, Microsoft** and **Fundo Vale**, using the AI algorithm and risk model developed by Imazon and advanced cloud technology capabilities from **Microsoft.**

The partnership was structured by **Vale**. Globally, **Microsoft**'s **AI for EARTH**[11] advocates finding projects that can use artificial intelligence and satellite images (remote sensing) to help with environmental issues. In Brazil, they proposed to advance the agenda with major partners of the company, which brought their philanthropy team closer to a conversation with Vale, and revealed mutual interest in the Amazon. The mining company connected with Imazon (a long-standing institutional partner of Fundo Vale), which already worked on monitoring deforestation "manually". The opportunity was thus given to adopt Microsoft technology.

Open to the public, the platform analyzes data such as **topography, soil cover, legal and illegal roads, urban infrastructure**, etc., to **identify possible trends of changes in land use and areas at risk of deforestation in the biome.** The link between roads and the risk of devastation, for example, is an assumption verified in research and on the field by Imazon, showing that new roads that emerge un officially in the forest open the way to deforestation within a 5 km radius

The public availability of information is a way for the general population to become aware and take up a role of control and public defense of the agenda. The data can also be used by public agencies for preventive actions to combat and control deforestation. There is an incipient opportunity, although still little explored, of use by public prosecutors on the state level, in order to increase the possibility of effective action to curb deforestation before the forecasts of the tool become reality .

Over time, **new layers can be added** to the platform. Including CAR (Rural Environmental Registry), for example, would help in traceability analysis, a common challenge to different supply chains in the Amazon region. An eventual carbon inventory would allow the identification of stock and credits to the entire REDD+ market. Another possible step for PrevisIA's growth is its geographic scale, with expansion to the Pan-Amazon – a proposal that Fundo Vale is heading.

The technology at scale, with this gigantic volume of data processed together, has enormous transformative potential (especially for a region as vast as the Amazon, so hard to control in the field), generating intelligence so that all interested agents can have fronts to support, preserve and promote the sustainable development of the region.

Partners **Imazon, Microsoft and Fundo Vale**

Open to collaboration/new partnerships:

Collaboration opportunities

Potential for synergy with various sectors that seek traceability and transparency, public monitoring and control agencies, as well as non-governmental organizations with field knowledge.

SDGs

N/A

Money invested

Not disclosed by the company

Estimated duration of the project

Microsoft's involvement in the structuring of the platform lasted for 1 year

[11] https://www.microsoft.com/en-us/ai/ai-for-earth

PrevisIA

Highlights

The system, developed by Imazon with the support of Fundo Vale and Microsoft, allows gains in scale, reliability and transparency in the use and public access to data that can prevent deforestation in the Amazon.

Use of Microsoft expertise with artificial intelligence and remote sensing to support the environmental monitoring work of organizations in the field exemplifies the possibility of a company without direct action or chain in the Amazon using its core business to advance on structural issues with high potential of positive impact in the region.

Access and public use platforms play an important role in structuring and validating a more reliable and transparent business and operations environment, compared to self-declarat ory initiatives without third party verification.

Unites the desire to protect the forest with a stimulus to research and development of cutting-edge technology in Brazil.

Challenges

The very development of the system, considering the complexity of crossing satellite images with field data.

In post-implementation, ensuring that the data is effectively used by appropriate control agencies, civil society and other interested organizations with actual power to curb the deforestation that the platform foresees.

Lessons learned

✓ Players involved from the beginning have a greater tendency to engage with a collective solution.

Scalability

There are plans to expand the tool to the Pan-Amazon region. Scale can also come with the inclusion of new layers of added/crossed data.

Main impacts

Availability of geographic data of areas at risk of deforestation, specifying municipalities, indigenous lands, UCs, quilombola territories and rural settlements.

Territorial Development Programs in Maranhão, Pará and Tocantins

One of **Suzano**'s business strategies is to work in an integrated way to promote the development of the territories where it operates. Therefore, it works on several fronts focused on the engagement of local communities and players and, in a collective and integrated way, promotes the **development of regions with a specific focus on value chains consistent with their own local vocation.**

Here we are focusing on three ongoing actions and projects, with different components, all within this shared common vision. One of them is the **Rural and Territorial Development Program**, which aims to enhance the activities of each territory in strengthening participating associations and cooperatives in three pillars: management, production and commercialization. The program follows agro-ecological principles, promotes access to public policies and improves the quality of life of rural producers.

A second one is linked to forest **extraction** activities and is executed through partnerships with community associations, which make the sustainable processing and the commercialization of products from natural raw materials extracted from conservation areas, such as mesocarp flour, babassu oil, açai in pulp, coal, almonds and crafts. The main focus of this component is on strengthening the production of these groups through training and infrastructure.

The third front is called the **Colmeias (or Beehives) Program**, which aims to promote the production of honey within the company's planting areas. Partner producers receive technical and management assistance and training, as well as new technologies and tools to produce and sell honey.

A fundamental premise of the company is to **work in an integrated way and aggregate local and strategic partners.** Between 2020 and 2022, the number of communities involved jumped from 19 to 81 and the number of beneficiaries from 2,692 to 12,261 – in partnerships involving municipalities, **SENAI, SEBRAE**, local organizations and associations, as well as foundations, such as the **Vale**'s **Banco do Brasil**'s, as well as **ICMBio** and **Funbio**.

In addition to economically developing the regions and generating local capacities, the company also benefits from these actions when it comes to greater stability in its operation areas, reduction of costs with forest maintenance and asset surveillance, lower occurrence of fires and a positive local perception regarding the company's image.

Internally, these programs are led by the Social Development area (linked to the Sustainability Board), but also count on participation of other areas depending on the need of the projects (such as Corporate Relations to lead dialogue with the public authorities, or forest technicians for activities of extraction). Regarding available resources, the budget structure of the Social Development area never decreased and, in view of the long-term goals set by the company (such as education and lifting people out of poverty[12]), the expectation is that the company continues to invest human and financial resources in the long term.

Partners

Suzano, local organizations/ rural associations, Municipal Governments, SENAI and SEBRAE, UEMA, Enactus-Facimp, Fundação Vale, Funbio, PPA, Fundação Banco do Brasil, and ICMBio

Open to collaboration/new partnerships:

Collaboration opportunities

Projects and work fronts have been leveraged through new partners, which add actions and multiply results.

SDGs

Money invested

Over R$ 3 million in 2022

Estimated duration of the project

Three years, through incubation and acceleration of social initiatives and organizations

[12] Suzano estimates that 9,000 people were lifted out of poverty by Suzano's Social Investment in its areas of activity in 2021.

Territorial Development Programs in Maranhão, Pará and Tocantins

Highlights

Strategic and integrated vision working in the development of different territories from a portfolio of productive activities and value chains consistent with the local vocation – in agro-ecological family agriculture, forest extraction and honey production – both in private company's reserves/crop areas and community lands.

Social businesses are key to proposing and testing solutions for logistics bottlenecks and prohibitive costs that usually affect the commercialization of products in the region.

True dialogues in a territory can open a company for actions and commitments that go beyond the concern of minimizing the impacts of its operation, or granting social license to operate.

Territorial vision arises from the belief that changes do not come from isolated or disarticulated action, and so one should work in networks with local players, civil society organizations, public authorities and private sector peers.

Lessons learned

- ✓ Importance of engaging local institutions to design and implement actions collaboratively.
- ✓ Offering technical assistance decoupled from management and marketing skills does not solve bottlenecks.
- ✓ It is essential to build and value local capabilities, and to understand that local development requires some time to effectively translate into improvements in people's quality of life .

Scalability

Scale is very related to new partners joining – in recent years the project has expanded its results by focusing on this strategy.

Challenges

- Training and organizing local associations for sustainable management over time.
- Logistics and cost to commercialize local products.
- Ensure aligned medium and long-term perspectives in all local and institutional partners.

Main impacts

2021: 3,452 people benefited;

2,553 tons of production, adding all activities, R$9.5 million in income generated.

Beneficiaries in 2022 already total 12,261

Vila Restauração

Since September 2021, the approximately 1,000 residents of Vila Restauração, Vale do Juruá, Acre, more than 500 km from the capital Rio Branco, have energy supply for 24 hours a day. Previously, the village was illustrative of the **energy exclusion that afflicts so many riverside communities in the Amazon region** – facing the logistical, financial and infrastructure challenges in the generation and distribution in regions far from large urban centers – and depended on a diesel generator, which supplied energy for only 3 hours a day.

With the acquisition of energy companies in Acre and Rondonia, **Energisa** has developed a pilot project to meet the demand in this locality: a **first isolated system** that would serve as a test and model for the service to be scaled, over time and in batches, by the program **"Mais Luz para a Amazônia"** (in future shared investments with the government), to areas without centralized energy distribution.

The project, funded by Energisa's Research and Development (R&D) and Energy Efficiency (both regulated by **Aneel**) programs, provided energy continuously to nearly 200 families through a microsystem of **solar generation** and storage through lithium-ion batteries, cutting-edge technology with low environmental impact. It has generated 1.33 GWh (avoiding the emission of 12,129 tons of CO2 into the atmosphere, or the equivalent to 33,627 trees) and has shown how it is possible **to combine innovation and sustainable development** to improve the quality of life of those in remote areas across the country.

The installation started in 2020 and is already fully operational. The system is now cared for by local residents together, valuing and reinforcing the community logic that prevails in the village. The economy was driven both by hiring local labor during the construction works, and the new reliable availability of energy, which enabled the use of appliances and machinery that feed local businesses.

Today, having resolved the issue of access, **Energisa** works with remote monitoring of the system. They are also looking at the issue of **conscious energy consumption** with, for example, the implementation of a web system to allow people to exchange energy virtually, between those who consume less and more than the concessionaire's supply, to ensure balance and sustainability of the system.

The end of the project will be the change from the pilot project run by **(re)energisa** (unit focused on the group's development of clean and renewable solutions) to the day-to-day operations of **Energisa Acre**. The beneficiaries officially become customers – today 80% of the village pays a subsidized energy bill, with an average cost of R$25 monthly. The expansion of scale will come through current operations, toward the universalization of access to energy that the law mandates the concessionaires should reach over time.

Going from the pilot project to scale depends on the technical solution, regulatory evolution, and the development of local suppliers. All tests on the pilot project are important to develop a know-how that can help expansion to other areas and even other companies. Learning in isolated places also showed that, in parallel to the energy supply, one can foster, with the arrival of partners, themes that meet local demands on other flanks, such as sanitation.

Partners

Energisa, (re)energisa, Aneel, TIM, and Conexa Saúde

Open to collaboration/new partnerships:

Collaboration opportunities

Low: for regulatory issues, suppliers and distributors are responsible for their own infrastructure development. But there is a possibility to take advantage of the moment and the logistics of when energy is being installed to address other local demands with partners, on fronts such as sanitation.

SDGs

Money invested

R$ 20 million, in partnership with Aneel

Estimated duration of the project

2020 to September 2022, from where it becomes a current operation of the company (change from beneficiary to client)

Vila Restauração

Highlights

Interesting use of the company's core business, generating energy, as a way to advance research and solve critical and structural needs of the region.

Replacement of dependence on diesel by a renewable and decentralized system.

Pilot of sustainable energy inclusion in a remote community (and whose connection to the National Interconnected System is practically unfeasible) generates learning for further universalization of access to energy in the region via Mais Luz para a Amazônia (More Electricity for the Amazon).

Lessons learned

- ✓ Maintenance of community logic also in the use of energy – the whole system considers the collective and not the individual.
- ✓ The importance of dialogue, transparency and establishing local relationships of trust.
- ✓ Hiring local labor whenever possible.

Scalability

Large potential of gaining scale – the financing company is committed, and it is part of its legal obligations, to expand the model and bring renewable energy to other remote communities.

Challenges

Logistics of transportation of equipment and materials to the community.

Awareness of the residents about sustainable use of the system, to avoid overload, especially with the significant increase in energy demand after the installation of solar systems.

Managing social relations in order to allow feedback, solve doubts and respect the social and cultural specificities of the site both during the implementation phase and after.

Main impacts

Expansion of energy supply (from 3 to 24h/day) to approximately 200 families;

Development of a clean and renewable energy solution in remote communities;

Indirectly, access to energy allows the increase of economic and social development of the locality (education, social organization, productive arrangements, etc.).

Ybá: Conservation that Transforms

The opportunity to generate development through expanding the socio-environmental uses of **Dow**'s forest area in Breu Branco, in Pará, motivated the creation of the Project **Ybá: Conservation that Transforms**, aimed at **generating income** to local communities from the **extraction of bio assets of commercial interest.**

The company has two areas in the region, totaling **38 thousand hectares of preserved native forest.** The conservation of the areas, which house hundreds of species of animals and plants and contribute to ecosystem services, is relevant in itself – especially considering that it is located in the Belém Area of Endemism, which suffers great pressure from deforestation.

Understanding the chance to expand its benefits, **Dow** has partnered with the **Peabiru Institute** to enable income generation while contributing to forest conservation, from non-timber extraction. Peabiru performed the **social diagnosis**. The institute supports the interaction with the community, and the social and technical structuring. The NGO also brought researchers from **Museu Paraense Emilio Goeldi** for a **mapping of local biodiversity**, which identified in the area 17 plant species of commercial interest to the cosmetic and pharmaceutical industry – which can be extracted and marketed by the community from inside the company's land.

Of the identified species, 4 are of interest to **Natura**, the main commercial partner of the project so far, which will start by buying andiroba. Natura has supported the training of the community, and even promoted a connection with a cooperative that is already Natura's supplier, as a way of fostering interchange of knowledge and inspiration.

Initially, about 20 families from the Vila Mamorana community are involved, and will access the portions of the company's land where there are more andiroba trees. It is estimated that the project can impact up to 150 families. There is also a huge possibility of expansion in terms of marketed bio assets – which depends on the adhesion of other buyers interested in the other available species.

In parallel, **The Nature Conservancy** – Dow's global partner, with 10 years of collaboration in environmental valuation projects, such as the public ESII TOOL to measure environmental services – has incorporated the **measurement of ecosystem services** in the area. The analysis of the mapped environmental services – compared to degraded areas, eucalyptus and other scenarios – will be released soon.

The objective is to generate a positive impact for the community and increase the perceived value of the standing forest. The company faced challenges and gained relevant learnings by dedicating itself to the project, venturing outside its daily practices and relationships in its core business. As a legacy to other companies interested in establishing similar partnerships, they highlight the consolidation of a legal precedent or support for community access to private reserves – both with the Environment Secretariat and with adapting internal policies and standards.

Dow has no direct financial return with the initiative, since it does not operate in the bio asset chains, but it gains by improving its relationship with the community and its strategic partner **Natura**, and strengthens its ESG positioning. The financial resources to fund the project came from the internal Business Impact Fund (aimed at enabling initiatives that generate a positive social impact and are aligned with business opportunities). New features from another fund are allowing for its expansion, looking at honey production as an additional source of income for women beyond the company's borders.

Partners

Dow, Instituto Peabiru, TNC and Natura

Open to collaboration/new partnerships:

Collaboration opportunities

The project seeks especially partners interested in strengthening the local association and buying bioassets extracted from the area, to ensure the flow of the community's production.

SDGs

Money invested

R$1 million in the first phase of the project, which covers mappings of communities, biodiversity and ecosystem services

Estimated duration of the project

Two years, in two annual stages of different scopes. It can be extended to accommodate the timing needed for the cooperative to be fully qualified, if necessary.

[13] https://www.esiitool.com/about

Ybá: Conservation that Transforms

Highlights

Ensure access of the local community to generate income with bioassets inside the company's area, expand the socio-environmental uses and the number of beneficiaries of the private reserve area of the company, valuing the standing forest.

Activities include mapping biodiversity, training local residents in forest extraction, "associativism" and commerce, and measuring environmental services.

Financing by global internal funds of the company, who select applications put forths by employees themselves, is an interesting way to engage the workforce in socio-environmental agenda, as well as to capitalize on opportunities at local level.

In 2022, Dow celebrates its 125th birthday, under the message "imagine better" – and the Ybá project was one of the 4 initiatives highlighted globally to tell the story of how they are imagining their future.

Challenges

Establish the legal and operational bases and precedents that allow access to the preserved native forest reserve areas of the company, for sustainable productive use by the communities around the company unit in Breu Branco, Pará.

To adapt internal procedures, in order to enable the access of the beneficiary communities to the company area, without compromising safety standards and procedures.

Venturing outside the company's expertise with the articulation with the communities and their particularities, as well as support in the formation and training of the cooperative that will carry out sustainable extraction of bioassets.

Lessons learned

- The importance of having partners, legal support and legal certainty to give communities access to their preserved native forest area, which can also be leveraged by other companies that think of replicating similar models.
- The time of communities and nature (cycles, rains, harvests and seasonalities) must be respected, requiring some flexibility of schedule and deliveries, unlike an industrial standard in which variables can be controlled internally.

Scalability

Once the value chains are structured, it is possible to expand production to areas in the communities themselves, beyond the limits of the company's forest area, and even to other regions of the country. There is also the possibility of exploring other products of commercial interest for the cosmetic and pharmaceutical industry.

Main impacts

The plan is to benefit up to 150 families;

17 species of commercial interest were identified;

38 thousand hectares preserved.

Overview

11

initiatives studies in depth

13 of 17

SDGs contemplated

UN Sustainable Development Goals

6 of 7

CEBDS priority themes

50.721

direct beneficiaries

including the reported number of families, rural producers, entrepreneurs and public officials

8 of 9

stated host initiatives on the field

in addition to 100% of the Legal Amazon area being covered by satellite monitoring

30+

partners in execution, alongside companies

NGOs, community associations, public and education/research entities

Main Challenges

- Specialized worforce
- Technologies and arrangements suitable for the region
- Logistics
- Monitoring impact
- Structural bottlenecks
- Sustainable income guarantee
- Production flow to markets

Main Lessons Learned

Transparent dialogue

Connection to local demands and vocations

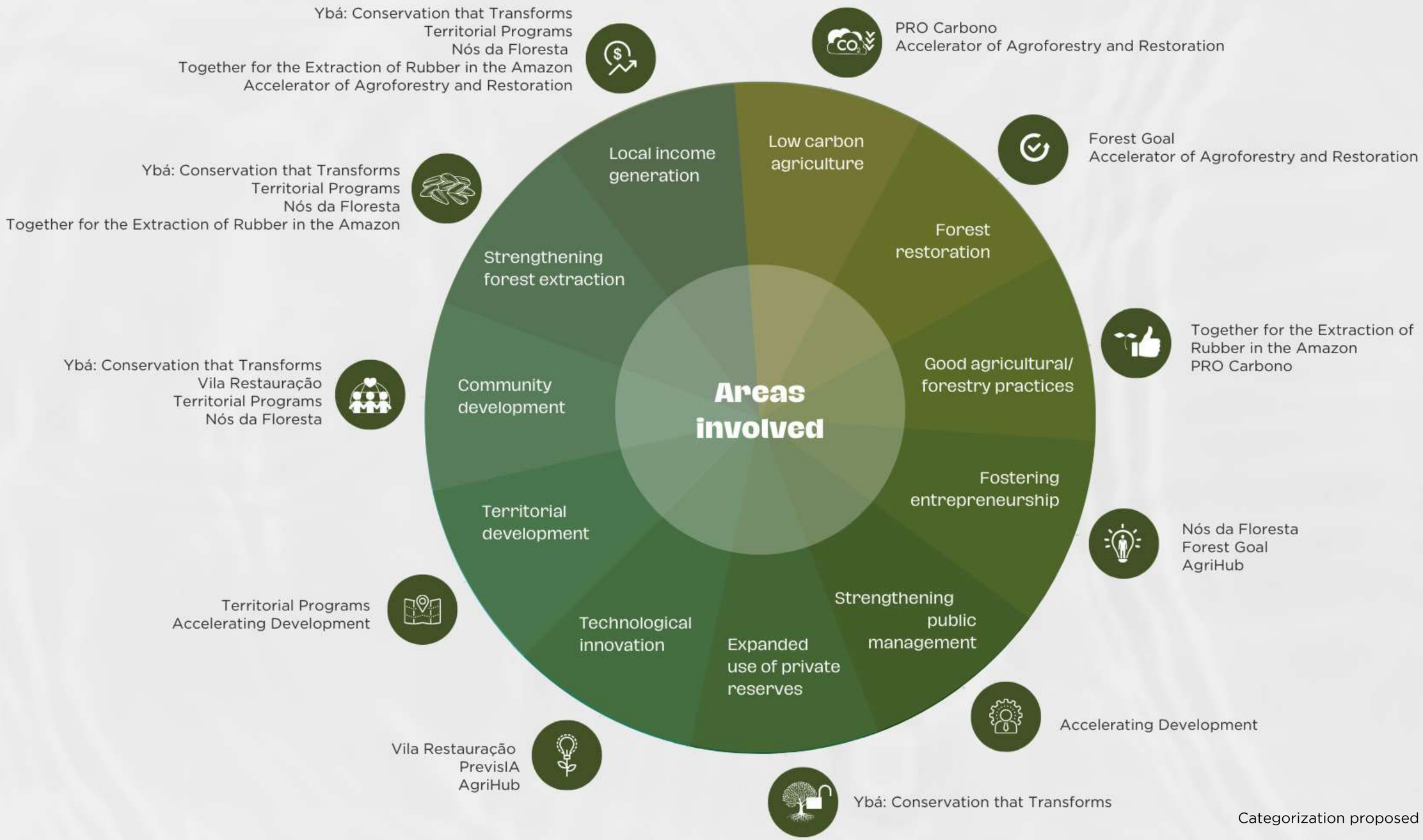
Commitment from top business leadership

Balance between quick wins for engagement and time required for local development to advance

Corporate methodologies and procedures flexible to local reality

Participatory/inclusive governance (with local institutions, public authorities, community leaders)

Building and valuing local capacities



Categorization proposed by the authors

KEY OPPORTUNITIES FOR COLLABORATION

If you are or are familiar with organizations like these, look for connection to projects for unity and energy efforts.

Accelerator of Agroforestry and Restoration	**New rural producers; Cocoa/açai buyers; Governments and NGOs implementing SAFs**
Accelerating the Development	**Partners and investors to expand the activities**
AgriHub	**New startups; Agribusiness companies, to act as sponsors**
PRO Carbono Initiative	**Other agribusiness and food companies; Partners who can offer differentiated services to program participants**
Together for the extraction of rubber in the Amazon	**Other companies that have rubber in their value chain**
Forest Goal	**Businesses ready to implement SAFs**
Nós da Floresta	**Funders and partners aimed at strengthening the local ecosystem of entrepreneurship and innovation**
PrevisIA	**Sectors seeking traceability and transparency; Public supervisory and control entities**
Territorial Development Programs in MA, PA and TO	**Community associations and local producers**
Vila Restauração	**Other partners that meet local demands, such as sanitation**
Ybá: Conservation that Transforms	**Buyers of bioassets extracted from the areas; Partners focused on strengthening the local association**

4

Conclusion

There are many paths for companies willing to operate more actively and responsibly in the Amazon. Paths as diverse as one can conceive possibilities of support – which we tried to illustrate here with a repertoire that ranges from more consolidated approaches of private social investment to more recent initiatives that are proving promising and disruptive.

It is possible to perceive a gain in maturity of projects, which gain new scopes, formats and scales as they are progressively improved. The great proof of success appears as pilot projects come to life and are incorporated into companies' ESG policies, programs and goals, or become collaborative initiatives and aggregate other companies and partners, or even lead to spin-offs, startups and social businesses with financial sustainability of their own.

In this context, the involvement and commitment of top management is crucial, and contributes to long-term investments and willingness to run a level of financial risk in favor of the socio-environmental impact. Projects that are born within a specific area or department and do not gain space within the company have a considerably lower longevity than those integrated in strategic areas (purchases, finance, supplies, among others) or that are directly linked to the public commitments made by a company.

Collaborative action is also a key premise for the design of projects and initiatives in the different territories of the Amazon. Quoted as one of the main lessons learned in several of the case studies, the processes of listening and engaging local players at all stages of a project, since its conception, generates a shared sense of ownership, reduces risks, increases local participation in arrangements that effectively make sense to communities – thus also generating a series of direct and indirect returns for companies.

Finally, it can be concluded that there are no shortage of calls and opportunities for the private sector to work more actively in the Amazon territories – regardless of having its operations based there, buying from local value chains or just worrying about the region for its strategic condition in biodiversity conservation and climate regulation for all of us. Conserving and valuing the Amazon is a complex task, but an urgent and fundamentally necessary for Brazil and for the planet. And the private sector, which shares responsibility as part of the problem, is also a fundamental part of the solution.

The projects presented here point to paths that are already in place, or are being currently devised to contribute to solutions. We hope they inspire other companies to follow them, or to build their own paths.

And, whatever those may be, may we see, in parallel with the development of projects, a renewed commitment of companies to the internal adjustment of their practices. The projects and actions in the operating territories are imperative, but so is looking at one's own operations, as well as one's supply chains and products, and actively work so that the different levels and spheres of action reduce risks and negative impacts, and enhance benefits and socio-environmental care.

May this study and the initiatives presented here serve as an invitation to immediate action by the private sector as a whole. At the heart of 2022, with so many environmental setbacks and the increasingly alarming emergence of climate change, the sense of responsibility and the multiple opportunities for creating a more sustainable future are gaining relevance. It is good for the Amazon, it is good for the planet and it is also good for business.

Recommendations

- Active involvement in forums, business movements and other spaces of dialogue and articulation focusing on priority agendas of the region is strategic to leverage synergies and strengthen private sector commitments and leadership in systemic transformations.

- Many of the projects presented here have different collaboration opportunities available. For companies that operate or have value chains in the region, identifying opportunities for partnership and collaborative action with projects and initiatives already underway can be a way to enhance, add efforts and mature the dialogue within the company.

- Even for those who do not operate directly in the region, there are indirect ways of involvement, such as voluntarily offsetting emissions via projects developed in the region, financially and institutionally supporting organizations that operate locally, or incorporating products from the region into their value chains.

- Regardless of the chosen path, publicly defining commitments and targets related to the reduction of emissions and the ESG agenda, with concrete actions and goals, and internalizing those in the company’s policies and processes, are fundamental steps to strengthen one’s contribution to more responsible and less impactful activities.

Expert recommendations

“The business sector collectively has the strength to put pressure on the public sector (at the federal, and especially state level) for investments in the area focused on clean value chains, to ask for measures that supervise and cohibit illegal actions. On the other hand, it can power and scale companies that are standing out in their performance.”

- Patricia Gomes

“There is a real perception of companies that it is not possible to go beyond what the legislation prescribes. However, the private sector has a great mobilization power, which can and should also be used to pressure the government with regard to strengthening and advancing environmental guidelines and legislations.”

- Gabriel Lui

“The Amazon lacks an investment and business protocol for the region, along the lines of the ‘Arctic Investment Protocol – Guidelines for Responsible Investment in the Arctic’[15], a pact for defining roles and minimum consensus that is collective, and not dependent on supposed super heroes.”

- Natalie Unterstell

“Aligning the region’s potential to a real market demand is what will allow us to scale local projects and businesses, or we will fall into a greenwishing[14] dilemma.”

- Jorge Hargrave

“Those who operate in the Amazon and want to contribute to the conservation and sustainable development of the region must keep a track record, document their history of actions and benefits. Those who survive in this market have to tell their story, their mishaps, the path they have walked so far, and what they will do differently, and additionally, connected with the future. This generates learning, and even proves that the region does not have only bad things, it is not a business vacuum.”

- Natalie Unterstell

“The private sector must recognize its power to influence guidelines, practices and policies in this complicated scenario of valuing conservation and development in a more just and responsible way.”

- Denis Minev

[14] “Greenwishing” here suggests that sometimes we develop plans based more on a “desire” for people to value conservation above all else, and less based on specific demands that underpin this appreciation and could translate into market value.

[15] https://arcticeconomiccouncil.com/wp-content/uploads/2020/01/aecarcticprotocol_brochure_ir456_v16.pdf

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