



SUSTAINABLE SUGARCANE CHANGING FOR GOOD

**BONSUCRO STRATEGIC PLAN 2021-2026
YEAR 1 PROGRESS**



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In April 2021 Bonsucro launched its strategic plan for the five-year period from April 2021 to March 2026. This plan sets the direction for shaping the sugarcane sector's contribution to the UN Sustainable Development Goals and describes the actions and outcomes we are aiming to achieve by 2026.

Our strategy is built around three strategic aims and we measure our progress over time by tracking our performance against a set of lead indicators linked to key objectives. We also track a set of complementary organisational indicators, to monitor and manage what the Bonsucro secretariat needs to do to successfully deliver the strategy.

Overall, we are satisfied with our Year 1 Progress - our results show we are largely on-track. We achieved our targets for 77% of the core indicators listed in our strategic plan. The remaining 23% has shown us where to concentrate our efforts and we are already investing in these areas.

In the case of living wage, we have created a working group to give our work more direction. For climate action, we have developed an investment roadmap to help us close this performance gap. Our newly launched project to develop science-based targets and tools to support the sugarcane sector reduce its greenhouse gas emissions, is an example of how we are moving from plans into action. This project also illustrates the positive impact Bonsucro's Strategic Plan is having on what we prioritise, and the approach we take to deliver sector-wide change.

STRATEGY KEY PERFORMANCE INDICATORS

Summary of Year 1 data against the Bonsucro Strategic Plan Global Indicators. Original baselines can be found in the published strategy. All indicators that are shaded green show we achieved our Year1 target. While the indicators that are shaded yellow, show we are slightly below our Year 1 target.

Strategic Aim: Create value across the supply chain					
Objectives	Indicators	Baseline	Year 1	Year 5 Target	Notes
Increase supply & demand of certified sustainable sugar, ethanol & derivative	Hectares of certified sugarcane annually*	Sugar: 6.2 million	1.5 million ha	2 million ha	
	Number of certified mills	130 mills	149 mills	210 mills	Baseline 31 March 2021. Year 1 update 31 March 2022.
	Tonnes certified sugar & m ³ certified ethanol produced (or equivalent)	Sugar: 6.2 million	Sugar: 8.2 million	Sugar: 9.6 million	Yr 1 stats are based on 85% actual volumes and 15% estimated volumes. The original baseline contained estimate values. The revised baseline uses actual volumes.
		Ethanol revised baseline: 3.0 million	Ethanol: 2.9 million m ³	Ethanol: 4.3 million m ³	
	Number of Bonsucro raw sugar credits (or equivalent) sold annually [†]	1.2 million credits	1.59 million credits	2.2 million credits	The credit values are based on when trades were initiated.
	Tonnes of certified physical products sold ex-mill *	Revised baseline: 1.1 million t	1.66 million t	2 million t	The revised baseline includes audit data submitted since the strategy was published.
More inclusive & sustainable value chains	Number of independent farmers & smallholders reached by Bonsucro certification and/or impact projects over 5 years	3,000 farmers (2014-2019)	12,200 farmers (2015-2020)	15,000 farmers (2019-2024)	Several mills newly adopted the Smallholder Standard in 2020 and 2021, including 3 mills in India encompassing 5,000 smallholders.
Convene impact projects	Total money invested in Bonsucro impact projects over 5 years	Revised baseline: £2.0m (2016-2021)	£2.7m (2017-2022)	£5.37m (2021-2026)	The revised baseline includes actuals that were not available at the time of the original baseline calculations.
Deliver value to members	Annual membership retention rate*	93%	99%	95%	This is based on full payment of the membership fee.
Points to note:	Year 1 figures for sugar and ethanol volumes are partly based on estimates provided by mills in their latest audit. As actuals figures are verified, total volume figures may change.				

*Baseline calculated for sugarcane season 2019/2020

[†]Baseline calculated for financial year 2020/2021

Aim: Improve the environmental impact of sugarcane					
Objectives	Indicators	Baseline	Year 1	Year 5 Target	Notes
Drive climate action in the sugarcane sector	% Reduction in Scope 1 and 2 emissions of certified mills and farms after 5 years' certification ** (kg CO ₂ equivalent/kg sugar)	Revised baseline: 22% reduction (Year 0 average = 0.32 kg → Year 5 average = 0.25)	19% reduction (Year 0 average = 0.32 kg → Year 5 average = 0.26)	>30% reduction	The Year 1 figure represents a difference of just 0.01 kg CO ₂ eq/kg sugar in the Year 5 average. This negligible difference indicates that the trend in reductions has remained stable. As the climate roadmap is rolled out it is expected to generate progress on meeting this KPI.
	Number of collective commitments & actions on climate change mitigation and adaptation [†]	0	0	8	Climate Roadmap beginning to be rolled out in 2022.
Improve water security & stewardship	% Increase in water-use efficiency by certified producers after 5 years certification ** (kg per mm per hectare)	Revised baseline: 49% increase in efficiency	Update using revised approach: 62% increase	Original target: >30% increase in efficiency	There is wide variation in Water Use Efficiency values globally, influenced by local climate and conditions. The original baseline used a small sample of certified entities with the very lowest yield to water use ratios. The year 1 analysis uses the whole available dataset, and so the baseline averages and reduction values have changed significantly.
	Number of collective commitments & actions on sustainable water management [†]	0	0	4	Plans in development for collective action on sustainable water management.
Improve biodiversity and soil health	# hectares High Conservation Value Areas (HCVA) protected & maintained	-	-	-	Data will be available from 2023 based on certification data in line with the new Bonsucro Production Standard. Baseline and target to be set once sufficient data is available.
Points to note:	KPIs reported "after 5 years' certification" are based on the average reported value at the time of certification (Year 0) and the average reported after five years of certification (Year 5). Each year the number of mills with 5 years' certification increases. This may lead to future adjustments on reported figures, and changes in trends. "Collective commitments & actions" refers to collaborative research, capacity building, policy commitments or impact projects where Bonsucro acts as lead/convenor with a significant role in planning, financing, delivery or as a knowledge partner.				

**Baseline calculated using available data up to and including sugarcane season 2019/2020

[†] Baseline calculated for financial year 2020/2021

Aim: Strengthen human rights & Decent Work in sugarcane milling & farming

Objectives	Indicators	Baseline	Year 1	Year 5 Target	Notes
Increase wages in sugarcane farming and milling	increase in average % differential between wages paid above legal minimum wage after 5 years of certification **	Revised baseline: Farm: 4% increase Mill: 5% increase	Farm: 5% increase Mill: 4% increase	Original target: Farm: 30% increase Mill: 45% increase	A data cleaning exercise has shifted the baseline slightly as some extreme outliers have been removed. The established trend of increases over 5 years has remained relatively stable during Year 1. This data will be disaggregated by gender in future.
	Number of collective commitments & actions on Living Wage †	0	1	4	Year 1 achievement with the establishment of the Living Wage Working Group.
Improve occupational health & safety in farming and milling	% reduction in accidents in certified farms & mills after 5 years' certification **	Revised baseline: Farm: 15% decrease Mill: 12% decrease	Farm: 24% decrease Mill: 19% decrease	Original target: Farm: 43% decrease Mill: 23% decrease	Data cleaning exercise has shifted the baseline considerably. Some extreme outliers have been removed. This data will be disaggregated by gender in future.
Enhance respect for human rights	Number of collective commitments and actions to promote UN Guiding Principles on Business & Human Rights, & OECD-FAO Guidance for Responsible Agricultural Supply	0	1	4	ISEAL partnership project "Good Practice & Learning in Due Diligence & Grievance Mechanisms" delivered.
Points to note:	<p>KPIS reported "after 5 years' certification" are based on the average reported value at the time of certification (Year 0) and the average reported after five years of certification (Year 5). Each year the number of mills with 5 years' certification increases. This may lead to future adjustments on reported figures, and changes in trends.</p> <p>"Collective commitments & actions" refers to collaborative research, capacity building, policy commitments or impact projects where Bonsucro acts as lead/convenor with a significant role in planning, financing, delivery or as a knowledge partner.</p>				

**Baseline calculated using available data up to and including sugarcane season 2019/2020

† Baseline calculated for financial year 2020/2021

OPERATIONAL KEY PERFORMANCE INDICATORS

Organisational targets to monitor and manage what the secretariat needs to do to successfully deliver the strategy.

Strategic Aim: Create value across the supply chain					
Objectives	Indicators	Baseline	Year 1	Year 5 Target	Notes
Engage effectively with members	% Members submitting their annual report	46%	54%	80%	
Effective Resource Management	Annual income £	£2,923,000 (FY 20/21)	£3,066,000 (FY 21/22)	£3,720,000 (FY 25/26)	
Demonstrate impact	Outcome Report	2019 report published	2020 report published	Report published annually	
Strengthen capabilities & systems	Data maturity score**	2.9 out of 5 (July 2022)	2.9 out of 5 (July 2022) 2021/22 is being used as the baseline for this KPI	3.5 (March 2026)	Data maturity is the journey towards improvement and increased capability in using data.

** The data maturity score captures a suite of capabilities and systems applications in a single metric

LOOKING FORWARD TO YEAR 2 OF THE STRATEGIC PLAN

As we get further into implementation of our strategic plan, we will learn more about how achievable our targets are in practice and whether we are measuring our progress in the right way. In the second year of our strategy, we will also learn about whether our approach to convening action on climate change and living wage is effective – and whether we can adopt a similar approach to tackling water stewardship and promoting human rights. We will look at these insights in the middle of 2023 when we plan to undertake a mid-term review of our strategy and ask ourselves: where do we need to do better to achieve greater impact?