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WORLD ECONOMIC FORUM

First Movers Coalition for Food: CEO Lessons for the Future of Food Procurement

WHITE PAPER

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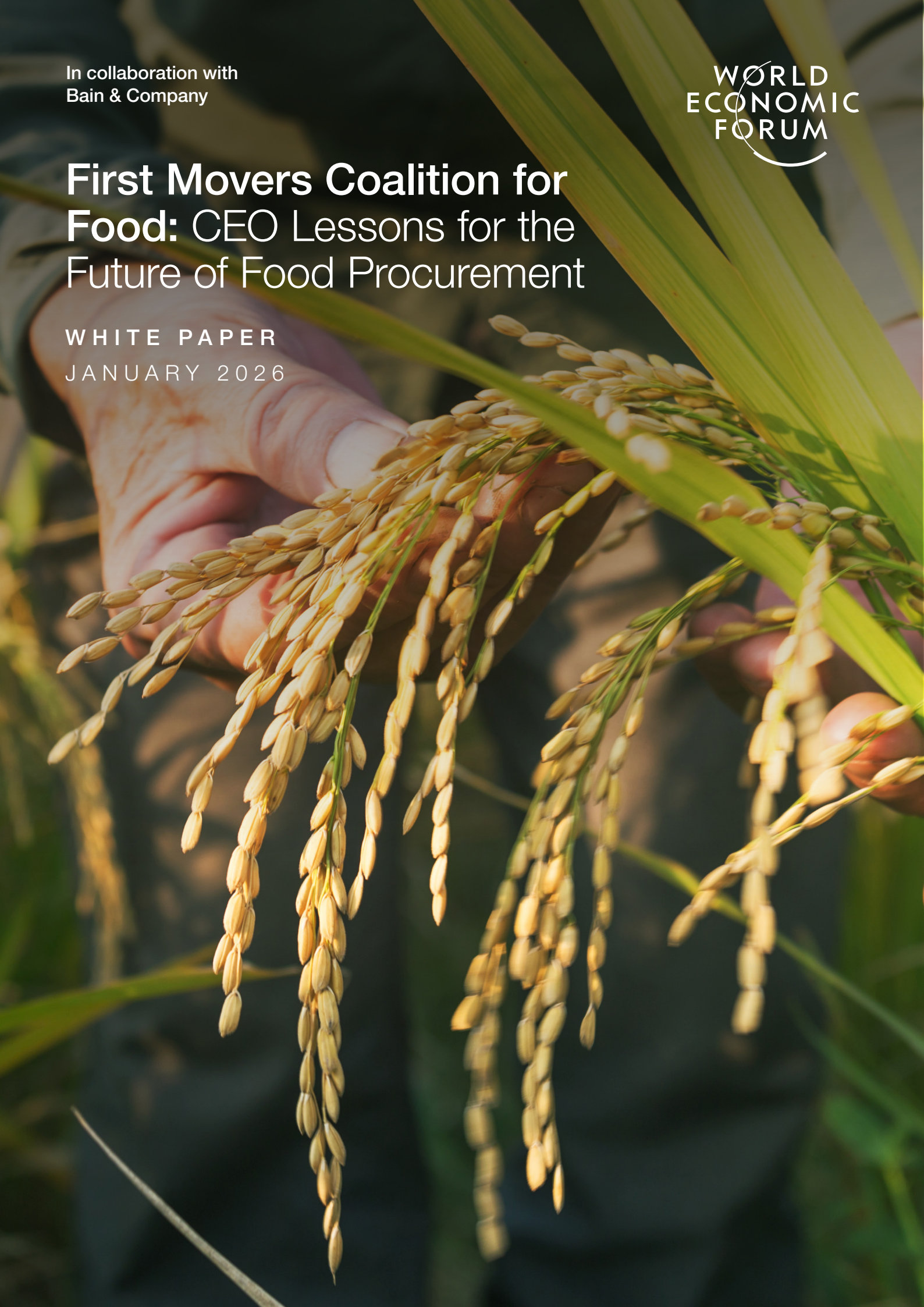

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Foreword

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For a century, food supply chains have been feeding a growing global population with unprecedented efficiency. However, they were built to operate in a stable climate, with more predictable costs and consumer demand. Today this stability is being challenged by pressures both outside and within the food system – from geopolitical shifts and population growth to rising climate and nature impacts.

In this context, businesses face increasing risk and pressure to adapt, driving demand for resilient and sustainable solutions. The choices companies make in what they buy and how they buy it will define the future resilience of our food system.

A vision for procurement is needed: one that recognizes the economic priorities of quality, availability and cost, while at the same time addressing concerns around continuity of supply, sustainability and the safeguarding of nature.

Proven solutions, from regenerative farming practices in row crops to water management and lower-methane approaches in rice, are ready to expand. Yet too many fail to move past the pilot stage. Often, what's missing is bold demand-side leadership: strong, credible buying commitments that unlock finance, align value chain partners and give farmers the confidence to invest.

These approaches can be successful if they are accompanied by consistent dialogue with suppliers and farmers. The lessons outlined in this paper show that understanding their needs, recognising their challenges, supporting relevant services, building relationships and improving soil resilience are all integral to the future of food supply.

The First Movers Coalition for Food (FMC for Food) is mobilizing 60 leading food-system organizations and knowledge partners, including 26 major buyers[1] with almost $1 trillion in combined revenues, to help reimagine food procurement. The group brings together pioneers looking to share lessons on the valuable role that demand signals can play in supporting the adoption of sustainably produced agri-commodities.

This white paper, *First Movers Coalition for Food: CEO Lessons for the Future of Food Procurement*, offers a vision to help leaders drive this change. It summarizes the latest learnings on why traditional approaches fall short, which pathways can drive best practice in procurement and how leaders can implement them.

The paper draws on insights from working group discussions and in-depth interviews with chief procurement officers (CPOs) from the coalition. It closes with a call to action, encouraging CEOs and senior leaders to use procurement to manage risk in their supply chains, move faster on decarbonization and deliver tangible value for their organizations, suppliers and the global food system.

Executive summary

Global food supply is being challenged by market and climate volatility, and rising stakeholder expectations. Companies' leadership can help secure the future.

Increasing disruption from extreme weather events, volatile prices, geopolitical tensions, shifting consumer demands and natural resource depletion is reshaping global food supply chains. Volatility stands out as the most compounding risk, driven by intensifying climate shocks that can destabilize production and magnify existing vulnerabilities. In a rapidly warming world, every 1°C rise in temperature can cut yields of major crops by up to 20% according to some reports,[2] putting global food security, affordability and long-term resilience at risk. At the same time, the food system can contribute to environmental risks – including emissions, deforestation, ecosystem degradation and water impacts – adding urgency and complexity.

Procurement practices must continue to be managed carefully to ensure uninterrupted, affordable supply and to support the long-term viability of producers. In addition, many companies are looking to reduce environmental impact and strengthen resilience to secure supply and future growth. Balancing these priorities requires careful navigation across company operations and supply chains to support meaningful progress.

For the food industry, transitioning to more resilient and sustainable methods of production is becoming essential. Sourcing plays a vital role in this evolution. Procurement teams are recognizing that their historic focus on balancing cost, quality and availability, while still important, must also support resilience and sustainability.

Many companies are piloting bold ideas, but these may lack the capability and financing to move into the mainstream. As a result, widespread sourcing of sustainably produced food commodities can sometimes remain elusive.

This paper by the First Movers Coalition (FMC) for Food offers strategies for achieving sustainable and resilient food procurement at scale, while continuing to deliver on affordability, quality and availability, illustrated with examples from corporate members of the coalition. These best practices include the following:

1. **Build sourcing maturity to scale up for success.** A three-step maturity ladder illustrates how companies can move from basic sustainability improvements to connected procurement models capable of embedding resilient, sustainable sourcing across business operations.

2. **Identify strategic sourcing pathways for scale.** Two potential pathways for growing resilient, sustainable food procurement are:

    a. "Spec-anchored sourcing", which embeds sustainability into specifications while strengthening supplier collaboration.

    b. "Decoupled sourcing", which separates sustainability investments from commodity purchases.

3. **Calibrate strategy and prioritize sourcing pathway**, based on each commodity's sourcing context and characteristics and each company's level of dependence on existing suppliers and supply-sheds.

4. **Strengthen partnerships and align corporate operations**, to help unlock change at scale, such as: industry-wide partnerships where appropriate and operational alignment across procurement, sustainability and finance.

These changes require active executive leadership. CEOs can help reframe the ambition, set the direction and provide support for bold new approaches. That allows C-suite leaders in procurement, sustainability and finance to align their priorities into a coherent approach, back commitments with real capital and keep supply affordable, while ensuring risk is not passed onto producers.

Now is the time to bridge the gap between ambition and execution. In an era defined by uncertainty, building resilient food supply systems capable of delivering sustainable sourcing at scale can help create long-term business value and ensure food security.

1 The procurement challenge for the food system

Resilient, sustainable procurement practices are vital to ensure worldwide food production and supply can continue in the face of systemic challenges.

1.1 A procurement vision for a new set of challenges

For decades, the global food system has been a remarkable success story, delivering unprecedented efficiency, scale and innovation that has fed a growing world population while driving economic development and business growth. Today, the food system accounts for roughly 10% of global GDP and provides over 40% of jobs worldwide.[3]

> Each degree of global temperature rise could cut crop yields by up to 20%. Rice yields alone may fall by 20% by 2050.

But traditional procurement models were designed for a world with a stable climate, predictable costs and lower expectations for transparency across the supply chain. These foundations may no longer hold. The food system is facing overlapping pressures, including climate volatility, natural resource depletion, market disruptions, geopolitical tensions and changing consumer expectations. These pressures reflect not only external shocks but also the food system's own environmental challenges.

Industrialized agriculture has boosted productivity but also driven significant environmental impacts, contributing to climate change, biodiversity loss and resource depletion. Agrifood systems produce nearly 30% of global emissions,[4] while agriculture drives over 90% of tropical deforestation[5] and accounts for around 70% of global freshwater withdrawals.[6] Degraded soils and reduced ecosystem resilience are heightening the vulnerabilities the sector faces. Scrutiny from certain governments, investors and consumers is intensifying, raising expectations for action. This dual exposure – both contributing to and affected by environmental decline – underscores why companies may want to evolve their procurement approaches.

Against this backdrop, volatility stands out as the most compounding risk. Each degree of global temperature rise could cut crop yields by up to 20%.[7] Rice yields alone may fall by 20% by 2050.[8] Novel research estimates that the probability of simultaneous breadbasket failures is around 6% under today's climate, rising sharply to about 40% at 1.5°C of sustained global warming (defined as a long-term average over roughly a decade) and 54% at 2°C.[9] The world already temporarily exceeded the 1.5°C threshold in 2024, underscoring how close the planet is to breaching these more dangerous long-term thresholds.[10]

For the food industry, this new volatility could endanger core business performance. The old playbook, based on managing trade-offs across cost, quality and availability, may not guarantee reliable and affordable food supplies. This report proposes a procurement vision that recognizes resilience and sustainability, while ensuring continued availability at the right cost and quality (see Figure 1).

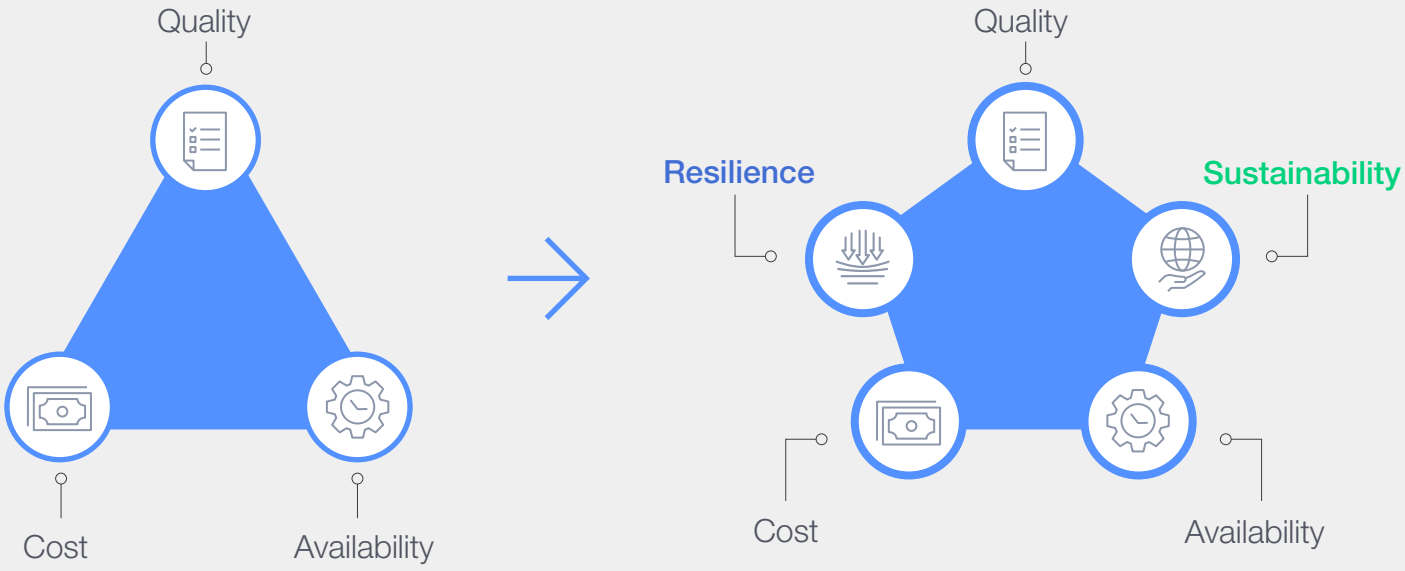
BOX 1 Resilience and sustainability – definitions

Resilience: The Association of Supply Chain Management defines supply chain resilience as "the ability of a network to anticipate, adapt to and recover from disruptions".[11] This paper focuses specifically on resilience to the increasing frequency and severity of impacts on the food value chain from rising temperatures, floods and droughts, pests, degradation of soils and other natural assets, and many other related supply chain impacts.

Sustainability: Building on the definition from MIT Sloan, this paper defines sustainability as reducing the negative environmental and social impacts of the food value chain and increasing the positive benefits, to bring them within planetary boundaries and social thresholds.[12]

FIGURE 1 | **A food procurement vision for a new set of challenges**

Food procurement should address volatility and climate-related impacts to help ensure continued quality, availability and sustainability of supply.



Source: Bain & Company analysis.

1.2 Why business as usual won't work

> Building resilience in this climate is becoming as important to procurement as pursuing cost-efficiency.

Early leaders who future-proof food procurement are seeing value in three areas:

- Building resilience to rising climate volatility and supply risk.
- Seizing market opportunities.
- Addressing regulatory and stakeholder pressure.

Building resilience to rising climate volatility and supply risk

Food supplies are becoming increasingly vulnerable to climate volatility, with more frequent disruptions, unpredictable yields and shifting agro-ecological patterns, exacerbated by the food system's environmental impacts. Companies can no longer assume that their traditional sources will reliably deliver the volumes and quality they need at affordable prices. As a result, building resilience is becoming as important to procurement as pursuing cost-efficiency. For example, coffee prices through 2025 have remained near 50-year highs as droughts hit major producers. Brazil, which supplies about 40% of global output, saw harvests ruined, while Viet Nam, the second-largest producer, recorded a 20% drop in production in 2024.[13] Companies that proactively address these challenges may weather market volatility better.

Seizing market opportunities

Few consumers pay premiums for sustainable food, but changing consumer preferences – including the shift towards natural and sustainably sourced ingredients – can influence brand trust and purchase choices. It requires significant supply-chain changes to deliver these attributes at scale and cost-effectively. Companies showing real stewardship gain an edge through differentiation. A Bain & Company survey of 14,000 consumers in eight countries found that 63% would buy more sustainable products if they were more affordable.[14] Sustainability also differentiates in business-to-business (B2B) markets, where a 2025 survey found that 68% of buyers would assign more business to suppliers with superior sustainable operations by 2028, up from

only 39% in 2024.[15] Being a first mover can also help companies attract cheaper financing, as banks and investors expand tools such as sustainability lending and blended finance.[16]

Addressing regulatory and stakeholder pressure

Expectations for environmental accountability are shifting unevenly across markets, creating challenges for global companies. For example, in the European Union, companies are facing increased scrutiny over decarbonization targets, deforestation pledges and sustainability goals, with recent moves signalling the bloc's continued commitment to the green agenda.[17] In contrast, regulatory shifts in the US have set market growth in another direction, with the Securities and Exchange Commission ending their defence of the proposed federal climate disclosure rules.[18] China, meanwhile, has refrained from imposing regulatory requirements but has increased international cooperation for deforestation-free commodities.[19]

Companies able to meet strong regulatory standards not only ensure compliance, but also strengthen their resilience to policy shifts and improve efficiency in adapting to new regulations across regions.

Solutions exist but scale remains elusive

The encouraging news is that viable solutions are already emerging. Regenerative farming practices, which include cover cropping, reduced tillage or rotational grazing, are proving both environmentally beneficial and commercially viable. There is now evidence that these practices can not only reduce the environmental impact of agricultural production but also sequester carbon, improve soil health and yields, and help farms better withstand extreme weather events.

Other commodity-specific innovations such as improved water management in rice and feed additives that cut methane emissions in cattle-based industries are also showing promise. Innovative financial models and support structures can help farmers implement new practices and share costs across stakeholders.

Momentum is building across the industry. FMC for Food members have ambitious sustainability goals: 80% of members have near-term absolute or intensity-based scope 3 reduction targets, 75% have committed to deforestation-free supply chains and over 50% have set regenerative agriculture targets.[20]

Some FMC for Food members are already far ahead. For example:

- Nestlé, the world's largest food and beverage company, sourced 21.3% of ingredients from farmers adopting regenerative agricultural practices in 2024.[21]
- PepsiCo sourced 66% of its key ingredients[22] from sustainable sources in accordance with its sustainable sourcing guidelines across ~60 countries over the same period.[23]

First Movers Coalition for Food – fast facts

60
food-system leaders totalling
~$1 trillion
in combined revenues

80%
have near-term absolute or intensity-based scope 3 reduction targets

75%
have committed to deforestation-free supply chains

50%+
have set regenerative agriculture targets

In 2023, only 2% of Brazil's beef was tagged and traced; less than 4% of soy produced in high-risk regions of South America in 2024 was certified deforestation- and conversion-free.

This ambition shared by industry leaders is driving measurable progress. Many FMC for Food members have shown the ability to grow as they pursue progress towards their sustainability goals; for example, achieving a 2% annual decline in scope 3 carbon emissions between 2019 and 2024 while increasing their revenues by an average of 20% over the same period.[24]

However, there is still room for further progress. Traceability is in its early stages: as of 2023, only 2% of Brazil's beef was tagged and traced,[25] while less than 4% of soy produced across high-risk regions in South America (Brazil, Argentina, Paraguay, Bolivia) in 2024 was certified deforestation- and conversion-free.[26,27,28]

Adoption of certain proven sustainable practices remains limited: less than 10% of rice cultivation in Viet Nam, for example, is expected to use water-saving techniques in the near term.[29,30,31,32] Meanwhile, although regenerative practices have been implemented on roughly 15% of global cropland, the vast majority remains vulnerable to water loss and erosion.[33]

1.3 How demand signals can help unlock scale

A powerful way to expand the adoption of sustainably produced agri-commodities is to bridge technical solutions and commercial systems, connecting buyers, financiers and producers.

BOX 2 **Demand signals – definition**

A demand signal is a clear expression of intent from a buyer to purchase a certain type of product at scale. In full respect of all competition and antitrust laws and regulations, demand signals can take several forms, for example:

- **Procurement statement of intent:** Signal of desire to source resilient, low-emission agri-commodities, working with suppliers and partners to develop solutions.
- **Offtake guarantees:** Guaranteed purchase volumes for food producers supplying resilient, low-emission agri-commodities. Guarantees can create tangible value for suppliers, such as better working capital and risk management, so price premiums are not needed.
- **Investments in supply chain transition:** Support for producers with transition costs, using cost-sharing mechanisms between value chain players and other beneficiaries to manage affordability where appropriate.

Clear demand signals unlock commercial viability, by giving farmers the confidence to make the long-term investments needed to evolve production to more resilient and sustainable practices, and by enabling financial institutions to provide appropriate capital to support them. They also communicate what downstream buyers require on specifications, quality and price, ensuring that supply-side programmes are aligned with market expectations and designed for real commercial uptake.

Companies may often assume they must pay a "green premium" to secure sustainable products – which rarely works in thin-margin, highly competitive commodity markets – or that sustainability goals can be met simply by adding new requirements to supplier contracts without providing support. Clear demand signals such as long-term offtake guarantees or co-investment models help overcome both challenges. They may reduce or eliminate the need for premiums, making resilient, sustainable sourcing more affordable at scale, and they motivate value chain partners to engage in solutions rather than leaving suppliers to absorb costs alone. This may significantly increase the likelihood of widespread adoption.

Putting demand signals into practice

This white paper introduces a vision and possible approaches for resilient, sustainable procurement in the food system. At its core lie two strategic sourcing models – "spec-anchored sourcing" and "decoupled sourcing" – which provide practical ways for companies to turn demand signals into action. These models can translate commitments into clear commercial structures, enabling procurement teams to drive resilience, sustainable supply-sheds and long-term value by expanding their focus beyond cost and efficiency.

2

Best practices to scale up resilient, sustainable food procurement

Resilient and sustainable procurement in food systems is achievable, but getting there requires evolving traditional structures and thinking.

This chapter presents best practices for scaling-up resilient, sustainable food procurement. It outlines the following strategies, illustrated with examples from corporate members of the First Movers Coalition for Food:

1

Build sourcing maturity to scale up for success. A three-step maturity ladder illustrates how companies can move from basic sustainability improvements to connected procurement models capable of embedding resilient, sustainable sourcing across business operations.

2

Identify strategic sourcing pathways for scale, by choosing between two potential pathways for growing resilient, sustainable food procurement – spec-anchored and/or decoupled sourcing.

3

Calibrate strategy and prioritize sourcing pathway, based on each commodity's sourcing context and characteristics and each company's level of dependence on existing suppliers and supply-sheds.

4

Strengthen partnerships and align corporate operations, to help unlock change at scale, such as: industry-wide partnerships where appropriate and operational alignment across procurement, sustainability and finance.

2.1 Build sourcing maturity to scale up for success

A three-step maturity ladder illustrates how companies can move from basic sustainability improvements to connected procurement models capable of embedding resilient, sustainable sourcing across business operations.

Moving from pilots to mature models requires new tools to build greater alignment across procurement, sustainability and finance.

The principles are simple: start somewhere, learn continuously and build systematically, laying early foundations and accelerating what works. Successful companies advance through three distinct stages, each building on the last (see Figure 2). These reflect progressive levels of integration, investment and cross-functional leadership.

Companies often operate across these levels simultaneously – stretching further where the opportunity is largest while focusing on foundational steps elsewhere. The goal is not to reach the highest level in every category, but to advance the actions that matter most. Every company can begin by implementing the fundamentals of resilient, sustainable sourcing and build towards more complex approaches that enable system-level evolution.

FIGURE 2 **Build sourcing maturity in three stages to enable a widespread transition**

The principles are simple: start somewhere, learn continuously and build systematically, laying early foundations and accelerating what works.

	Level 1 Get the basics right	Level 2 Step-up performance	Level 3 Lead at scale
Volume of impact	**<5%** of total, pilot stage	**>10%** of total	**30-50%+**
What it means	Build baseline data; start internal alignment; prove project potential.	Shift to real commercial uptake; move towards more structured initiatives.	Implement sustainable sourcing at scale, underpinned by partnerships.
Example actions	– Define key metrics – Update procurement processes – Start collaboration with current partners	– Establish long-term collaboration – Create cost-sharing models – Draw in external financing	– Launch full value chain initiatives, supported by financiers – Send clear demand signals to suppliers

Source: Bain & Company analysis.

Level 1
Get the basics right

Companies should begin with the core elements that create internal alignment, generate essential data and shift organizational mindsets. This stage enables companies to start with smaller volumes (<5%) to demonstrate potential.

Essential elements

- **Metric integration:** Establish and monitor key indicators, such as carbon emission reductions or traceability, and incorporate them into contracts, procurement tools and supplier scorecards.
- **Expectation signalling:** Communicate corporate expectations by updating procurement processes and supplier communications to indicate evolving sustainability requirements.
- **Partner engagement:** Work with current suppliers to understand their sustainability plans and challenges.
- **Collaboration kick-off:** Launch early-stage initiatives with suppliers, focusing on areas such as traceability and regenerative agriculture pilots.

Why this level matters

These foundational steps build organizational capability and credibility without requiring perfect solutions. They create the systems and relationships necessary for more sophisticated approaches, while demonstrating early progress to stakeholders. Box 3 presents an example of getting the basics right in practice.

BOX 3 **Get the basics right – Coca-Cola's example**

Coca-Cola has established comprehensive requirements for ingredient suppliers setting clear expectations for quality, food safety and sustainable agriculture. These include due diligence processes and compliance tracking through key performance indicators (KPIs).[34] Together, they signal clear requirements to suppliers and help build the foundation for stronger growth.

Level 2
Step-up performance

At this stage, companies begin to expand sourcing strategies by building structures that enable further progress. These moves may not yet cover the bulk of a company's sourcing, but they mark a shift from pilots to commercial uptake, targeting a meaningful footprint (>10% of total sourced volumes).

Scaling-up requires companies to move to commodity-specific partnerships and investment models. What this looks like depends on the commodity: coffee may involve bilateral partnerships with traders and technical assistance providers, while potatoes might require long-term contracts with groups of dedicated growers. Early steps include understanding the commodity's dependency profile and likely end-state sourcing pathway, as well as identifying the priority sourcing regions where sustainability initiatives can be expanded.

Essential elements

- **Long-term collaborations:** Build multi-year contracts and strategic relationships with key suppliers or supply-sheds, committing investment and support.
- **Volume guarantees:** Provide demand commitments that give suppliers confidence to invest in transition practices.
- **Supplier partnership:** Work with the right suppliers to reduce complexity and increase impact.
- **External financing:** Bring in third-party capital to, for example, support low-emissions input production.
- **Cost-sharing models:** Co-invest with other value chain participants where appropriate.
- **Performance standards:** Define and enforce emissions thresholds or other sustainability criteria.
- **Carbon pricing:** Apply internal carbon pricing to evaluate trade-offs between cost and emissions.

Why this level matters

This is where meaningful progress becomes achievable. Early successes build credibility and create positive feedback loops where outcomes attract more investment, reinforcing supplier engagement. This level starts to unlock external financing, through reducing risk for banks and other financiers by demonstrating that buyer demand is real and outcomes are measurable. At this level, individual companies start to take bolder action and often create joint initiatives across their value chains to deliver credible outcomes. Many food companies have successfully expanded to this level for critical commodities (see boxes below).

BOX 4 **Step-up performance – Danone's 3-5 year contracts provide farmers stability**

Danone signs three- to five-year contracts with dairy farmers that factor production costs into the price of milk, reducing sourcing risk, increasing supply chain resilience and giving farmers predictable income. In 2024, this approach covered 38% of milk collected in Europe and 32% in the US.[35] By working closely with dairy farmers, Danone strengthens supplier relationships and secures consistently high-quality supply. Farmers benefit from greater financial visibility and stability, giving them more confidence to invest in sustainable farming practices.

BOX 5

Step-up performance – Cargill pays farmers to adopt regenerative practices

Cargill's SustainConnect programme offers direct financial incentives to Australian farmers who adopt regenerative practices. Through one-year agreements, participating farmers receive $25 per hectare based on enrolled acreage and verified implementation of agreed interventions. Farmers can choose from a range of regenerative practices best suited to their operations.[36]

BOX 6

Step-up performance – DFI Retail Group and Toumi Foods boost sales with low-carbon rice partnership

DFI Retail Group and Toumi Foods have begun a five-year partnership to increase availability of low-carbon rice in Hong Kong and Macau, scaling-up their 2026 production target to 1,000 tonnes – five times the 2025 level. The collaboration expands DFI's award-winning low-carbon rice cultivation programme, recognized at the United Nations Sustainable Development Goals Achievement Awards Hong Kong 2025, and focuses on increasing climate-smart practices such as alternate wetting and drying irrigation, optimized soil management and a ban on all straw burning.

As well as reducing scope 3 emissions across the value chain, the initiative empowers farmers to adopt sustainable practices that benefit both the environment and their livelihoods. Following strong customer uptake of low-carbon rice, which drove a 25% increase in in-store sales, the partnership plans to expand its product offering.[37] Importantly, the DFI-Toumi Foods agreement shows that low-carbon rice can be delivered with no cost premium or consumer price increase, demonstrating that sustainable procurement can be affordable.

BOX 7

Step-up performance – PepsiCo and Yara support farmers in adopting low-emissions fertilizers

PepsiCo and Yara, a leading crop nutrition company, are working together to decarbonize crop production by expanding the use of lower carbon fertilizers across Europe and Latin America. Yara's nitrate-based fertilizers, produced with renewable or lower carbon ammonia, can cut fertilizer's carbon footprint by up to 50% compared with industry averages. Yara aims to supply 25% of the fertilizers used in PepsiCo's European supply chain through lower carbon solutions by 2030. This initiative could reduce the carbon footprint of potatoes by an estimated 40% per tonne.

Beyond product supply, the collaboration provides digital precision farming tools, soil health monitoring and advisory services. Importantly, it includes mechanisms to support farmers with transition costs, in an effort to help ensure sustainability actions do not adversely impact livelihoods. As a whole, the collaboration aims to support 1,000 farmers in Europe alone.[38]

BOX 8

Step-up performance – Olam Agri and GIZ promote sustainable farming of rice, cotton and rubber

Olam Agri and GIZ are expanding sustainable agriculture across key supply chains including rice, cotton and rubber in Asia, Africa and Latin America. Their partnership focuses on six priority areas: nutrition-sensitive regenerative agriculture; harvest and post-harvest loss reduction; access to finance for smallholders; economic inclusion; management of crop residues and reuse; and ecosystem services including carbon initiatives. They also plan to collaborate on cross-cutting themes such as carbon credits, landscape approaches and digitalization. The partnership builds on previous joint initiatives to improve sustainability and farmer resilience.[39]

BOX 9

Step-up performance – Ahold Delhaize USA, Kellanova and Bartlett Grains support regenerative wheat farming

> The DFI-Toumi Foods agreement shows that low-carbon rice can be delivered with no cost premium or consumer price increase.

The collaboration between these organizations spans multiple steps of the value chain to support regenerative wheat farming in North Carolina. Each company contributes specific resources and expertise: Bartlett provides technical assistance and mills the regenerative wheat, Kellanova incorporates it into products such as Cheez-It crackers and Ahold Delhaize sells the products across 2,000+ stores. Environmental outcomes are measured through digital platforms, supporting cost-sharing across the value chain and validating impacts on each company's scope 3 carbon footprint.[40]

Level 3
Lead at scale

At this level, companies can purchase major portions of their supply (~30-50%) from sustainable sources without paying "forever premiums". Leading companies do this by putting in place integrated procurement and financing structures that support resilient, sustainable production.

Partnerships become a critical enabler at this stage. Food companies collaborate across the value chain – with suppliers, customers and often with peers – and sometimes bring in stakeholders from adjacent industries that are buying from the same sourcing regions. Critically, they also partner with public and private financial institutions to support farmers through initiatives that align sustainability goals, share best practices and boost productivity. Equally important are pre-competitive partnerships that explore demand signals across companies and industries, sending a clear market message to producers and investors about the strength and direction of demand for resilient, sustainable commodities.

These partnerships can be the cornerstone of resilient, sustainable sourcing models. Just as power purchase agreements in the energy space unlocked major financing, helped reduce costs and supported rapid roll-out of renewable energy developments, new types of partnerships in agriculture can accelerate growth in sustainability across supply-sheds, supported by first-mover companies.

Essential elements

Four building blocks are critical for large-scale models to succeed, each demanding next-generation partnership capabilities:

- **Clear demand signals:** Clarity for suppliers on demand-side procurement intentions for commodity and sustainability outcomes that connect to scalable supply-side initiatives.
- **Comprehensive farmer services:** Support coordinated by farmer-allied organizations, including access to financing, training and measurement, reporting and verification (MRV) systems, to help farmers build profitable regenerative businesses.
- **Value mechanisms:** Systems that effectively value sustainable practices and outcomes, enable cost-sharing across relevant supply-chain actors and stimulate engagement.
- **Integrated financing:** Blended capital structures that combine catalytic, concessional and commercial funding to make programmes scalable and affordable.

These four building blocks were first championed in the FMC for Food's breakthrough model for financing and collaboration, which demonstrates how pre-competitive collaboration can accelerate solutions to scale. The model is detailed in the World Economic Forum's 2024 report, *100 Million Farmers: Breakthrough Models for Financing a Sustainability Transition*.[41]

Why this level matters

At this level, commercial and environmental benefits begin to reinforce each other. Programmes become affordable to operate at scale, without relying on consumer premiums, paving the way for system-wide participation. Market-shaping examples of companies leading at scale are illustrated below.

The next section introduces two strategic sourcing pathways that companies use as they move into the higher levels of sourcing maturity. These put demand signals into practice and activate the capabilities required to advance resilient and sustainable sourcing.

2.2 Identify strategic sourcing pathways for scale

Two potential sourcing pathways for growing resilient, sustainable food procurement are spec-anchored sourcing and decoupled sourcing.

To grow resilient, sustainable sourcing affordably, companies may need strategic sourcing pathways that turn demand signals into practical procurement action. These pathways help procurement teams achieve both sustainability and resilience outcomes at scale without relying on price premiums, by defining how buyers may engage suppliers, share costs where appropriate and shape long-term demand.
The following two pathways offer distinct but complementary ways to operationalize this shift: spec-anchored sourcing and decoupled sourcing. While decoupled sourcing can help suppliers progress towards the standards required for spec-anchored sourcing over time, deciding which pathway to prioritize and pursue long-term will depend on commodity characteristics and sourcing context, as outlined in section 2.3 below.

PATHWAY 1

Spec-anchored sourcing

Spec-anchored sourcing embeds sustainability directly into sourcing specifications, contracts and supplier evaluations, while strengthening supplier collaboration.

What it means

Spec-anchored sourcing embeds sustainability requirements directly into sourcing specifications, contracts and supplier evaluations, while strengthening supplier collaboration.

This pathway integrates sustainability outcomes into what companies buy, treating attributes such as zero deforestation, verified water management or methane reduction as part of the product definition. Its core features can also include deeper collaboration with suppliers to help them meet these requirements, supported by aligned product standards and internal incentives.

How it works

- Cross-functional teams from procurement, finance, research and development (R&D) and sustainability work together to design sourcing strategies that go beyond cost, quality and availability. This alignment helps build the internal business case for more resilient and sustainable sourcing, ensuring procurement has the mandate and support needed to operationalize it.
- Procurement teams embed outcome-based criteria into RFPs, contracts and supplier scorecards, making environmental and social performance a core part of supplier evaluation. On-farm resilience benefits are captured through formal contracting.
- Buyers actively support suppliers in meeting expectations. This may require long-term contracts, technical assistance, co-investment or shared platforms to help give farmers the tools and skills they need for delivery. Such efforts may extend to multi-stakeholder initiatives.
- These projects are directly embedded in procurement, with funding typically coming from the function's P&L, sometimes complemented by external capital.

It is especially powerful when buyers directly engage with suppliers, co-operatives or intermediaries to co-develop systems such as data platforms, MRV tools or sourcing protocols that make performance-based procurement possible. Robust implementation of on-farm measures and consistent and holistic implementation of specs can complement compliance standards. The boxes below showcase how leading food companies have implemented this approach.

BOX 10

Spec-anchored sourcing – Walmart: sustainable fishing specifications in tuna sourcing

Walmart's partnership with Pacific Island Tuna (PIT), a joint venture between The Nature Conservancy and the Republic of the Marshall Islands, demonstrates a spec-anchored sourcing approach. The partnership enabled Walmart to embed responsible fishing practices and full transparency requirements – including 100% on-the-water monitoring, full vessel traceability and controls on high-seas transshipment – into the sourcing of its Great Value tuna brand.[42] For Walmart, the partnership strengthens long-term supply security and reinforces brand trust, while supporting more stable commercial opportunities for local fishing communities.

Since 2022, PIT's supply chain has produced 40 million cans of Walmart's tuna that meet these sustainability specifications.[43] Based on current delivery expectations through 2025, this could represent up to 5% of Walmart's annual canned tuna sales.

BOX 11

Spec-anchored sourcing – JBS invests in tracking and tracing 2 million Brazilian cattle

JBS, the world's largest meat-processing enterprise, The Nature Conservancy and IDH are working together to promote deforestation-free cattle ranching in the Brazilian Amazon. This investment supports JBS's deforestation-free sourcing commitment,[44] as individual animal tagging enables full traceability and helps verify compliance. JBS is investing over $7 million to tag 2 million head of cattle, enabling individual animal identification and traceability, and providing technical support to farmers.

This is part of a broader public-private programme to track and trace the entire cattle herd in Pará state, totalling almost 26 million animals,[45] by the end of 2026.[46] JBS previously collaborated with IDH in Mato Grosso on a similar sustainable calves production programme aimed at ending deforestation while supporting local farmers.[47]

While JBS's leadership is encouraging, broader industry participation, particularly from downstream food companies and retailers, will be critical to amplify the demand signal and expand impact.

PATHWAY 2

Decoupled sourcing

What it means

Decoupled sourcing focuses sustainability investments in the same supply-sheds companies source from, while separating sustainability efforts from procurement specifications and the commodity purchase itself.

> Decoupled sourcing focuses sustainability investments in the same supply-sheds companies source from, while separating sustainability efforts from procurement specifications and the commodity purchase itself.

This pathway is most effective in supply chains where traceability is constrained by supply chain fragmentation, mixing of produce from multiple farms and processors, or multiple tiers of intermediaries between buyer and producer – such as with soy and rice. Companies typically know their sourcing regions without being able to pinpoint specific farms or fields. With decoupled sourcing, they can engage in targeted sustainability programmes in key supply-sheds.

Typically these programmes may involve partnering with other companies sourcing from the same supply-shed. When appropriate, they can also bring in concessionary, catalytic and commercial financiers to support producers through the transition. Successful programmes may reduce on-farm and financing costs and share remaining costs between participants. This significantly improves affordability for companies, making it easier for them to expand their programmes and impact.

> Even where costs are shared among different corporate players, each is allowed to count the full carbon or environmental benefit in their supply chain footprint calculations.

Over time, companies may evolve this approach into spec-anchored sourcing. But, at a minimum, this decoupled approach offers a pathway that avoids the need to rebuild supply chains from day one, and helps producers progress towards meeting strengthened procurement requirements.

How it works

- Buyers create or join initiatives operating in relevant supply-sheds. These programmes support producers through the evolution to more resilient, sustainable production with training, data and tools, while often giving them access to upfront financing.
  - Producers are still able to sell on the open market without a contractual obligation to sell to the companies supporting the initiative.
  - Outcomes from the programmes are handled separately, with benefits flowing to the companies supporting the initiative.
- Buyer payments for the environmental outcomes and any funding for the initiatives' operations may come from company-wide or sustainability-specific budgets, with some companies also using shadow carbon pricing to impose an internal "fee" on their procurement teams for these kinds of programmes. Buyers may pool resources with other actors in the supply-shed, such as buyers of co-products or other crops in a rotation, or water authorities. Carbon credit buyers can also play a role, but additional safeguards are needed to avoid double-counting carbon savings or other environmental outcomes.
- Widely adopted carbon accounting rules do not require buyers to prove field- or farm-level traceability. Buyers can use a mass-balance approach to invest efforts in the overall supply-shed, while still claiming the carbon or environmental benefits they helped deliver. Importantly, even where costs are shared among different corporate players in a linear value chain, each is allowed to count the full carbon or environmental benefit in their supply chain footprint calculations.
- Resilience benefits often arise from more reliable supply-sheds overall. Because participating suppliers may sell their products on the open market, as opposed to only participating buyers, benefits can extend to buyers who did not contribute financially.

Examples of companies adopting this approach in practice can be found in the boxes below.

BOX 12

PepsiCo and South East Research Farm (SERF): co-creating a replicable model for regenerative outcomes

PepsiCo, the food and beverage multinational, partnered with SERF, a farmer-run research group dedicated to advancing regenerative techniques across Western Canada, to run farmer-led, side-by-side trials that quantify soil health, yield stability and greenhouse gas outcomes across practical practice bundles (e.g. reduced tillage, cover crops, nutrient optimization). The approach couples neutral agronomic validation with simple monitoring, reporting and verification (MRV) that meets buyers' reporting needs while staying farmer-centric on profitability and risk reduction. Governance is independent, incentives are stacked and transparent, and data/methods are open for peers and suppliers to adopt. Because the modules are standardized, SERF's design can be quickly "lifted and shifted" to new regions, suppliers and crops – supporting rapid scale-up.

This initiative is instrumental in PepsiCo's efforts to expand regenerative practices across an additional 240,000 acres of Saskatchewan and Manitoba farmland in Canada by the end of 2025. This will nearly double its footprint to more than 500,000 acres of farmland managed with practices that nurture nature and contribute to the long-term vitality of Canada's farms.[48,49]

BOX 13

Decoupled sourcing – Nestlé and Barry Callebaut agroforestry partnership boosts resilience of Côte d'Ivoire's chocolate industry

In Côte d'Ivoire, Nestlé and Barry Callebaut – two Swiss companies in the cocoa and chocolate supply chain – are partnering in a long-term, large-scale agroforestry project to diversify agricultural production, reduce fossil fuel inputs and costs, and sequester carbon, covering some 11,500 hectares and 6,000 farmers. The programme helps both buyers and suppliers to boost the resilience of their production and purchasing. The partnership, which aligns with the Science Based Targets initiative (SBTi) and SustainCERT verification, is expected to reduce and remove up to 1.3 million tonnes of CO_2-equivalent over 25 years, certified by third-party verification systems.[50] Importantly, the companies are able to claim these savings as reductions to their scope 3 footprint.

BOX 14

Decoupled sourcing – Iowa Soybean Association's outcome credits fund payments to US farmers for verified improvements

In the US, the Iowa Soybean Association manages a soil and water outcomes fund (SWOF) that uses results-based financing and farmer support to expand regenerative practices. SWOF pays farmers directly (including some upfront payments) for verified improvements in water quality, carbon sequestration and soil health. These payments are funded through the sale of "outcome credits" – verified units of environmental improvement – to government and leading food companies, including PepsiCo and Cargill.

SWOF also provides agronomic guidance and outcome modelling. This approach enables farmers to adopt more sustainable practices without financial risk or reliance on offtakers, while creating a transparent marketplace for environmental outcomes. Since its pilot in 2020, SWOF has expanded to over 250,000 acres across 19 US states, with participating farmers reporting strong satisfaction and measurable economic and environmental benefits, including reduced nutrient runoff, increased soil organic matter and additional carbon sequestered.[51,52]

BOX 15

Decoupled sourcing – First Movers Coalition for Food's breakthrough model for financing and collaboration

The World Economic Forum, through its First Movers Coalition for Food initiative, has developed a breakthrough model for financing and collaboration to create a scalable system for supporting farmers. The model proposes that farmers receive upfront capital to fully cover transition costs, along with technical support and MRV services to implement and track verified ecosystem outcomes. Food companies, retailers and traders could create demand signals through long-term offtake commitments to purchase those outcomes.

Under this model, transition costs would be shared across value chains, further motivating participation. Farmer-allied organizations – such as grower associations and cooperatives – could play a coordinating role, aggregating ecosystem outcomes and matching them with buyers so that supply aligns with demand, and managing the flow of financing. Financiers could provide an upfront loan to farmers that is repaid over time by system actors in return for deployed practices and verified outcomes. Since the publication of the Forum's 2024 report, *100 Million Farmers: Breakthrough Models for Financing a Sustainability Transition*, this model has continued to evolve within the FMC for Food's North America row crops working group, with a subset now working towards launching a 2026 collaboration that would put it into practice.[53]

Using the pathways together – no one-size-fits-all

In practice, the two strategic pathways are not mutually exclusive. Many companies use a combination of the two: working with suppliers to meet strengthened sustainability requirements, while also supporting outcome-based investments outside the procurement contract to support supply-side transition.

For example, a buyer might specify deforestation-free supply and engage with farmers to help them achieve this (spec-anchored approach), while co-funding regenerative practices in the same region to support more holistic ecosystem action through a shared finance platform (decoupled approach). Additionally, as initiatives using decoupled sourcing mature, sustainable outcomes can be migrated into core procurement operations, combining characteristics of both approaches.

What matters most is knowing which approach to lead with, aligning internal teams and equipping procurement to execute effectively – a process explored in subsequent chapters.

2.3 Calibrate strategy and prioritize sourcing pathway

By prioritizing the right sourcing pathway, companies can balance resilience and sustainability with traditional procurement priorities.

To choose the right sourcing pathway, companies need to understand the sourcing context and characteristics of a given commodity. This can inform how best to build resilience and sustainability for that commodity – which in turn indicates the most appropriate sourcing pathway.

Understanding resilience in food supply

Resilience in food supply depends on two core components:

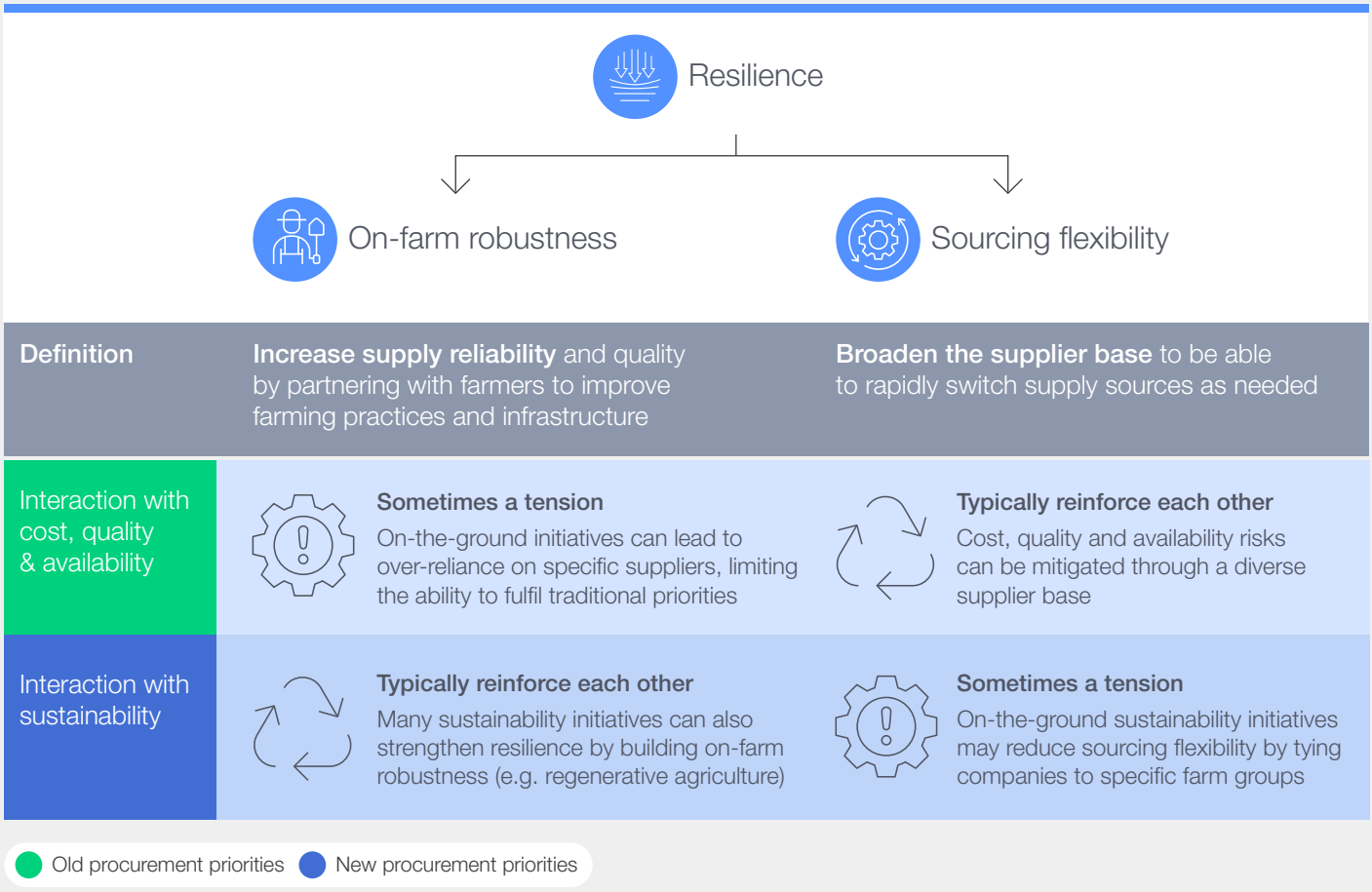
- On-farm robustness
- Sourcing flexibility

Each of these interacts differently with traditional procurement priorities of cost, quality and availability, as well as with sustainability requirements (see Figure 3).

Although both components have long been part of procurement practice, increasing market volatility and the growing urgency to integrate sustainability practices amplify their importance and reveal trade-offs that were less visible in more stable operating environments.

FIGURE 3 | **Understanding resilience – a combination of robustness and flexibility**

Resilience of food systems depends on two components, each interacting differently with old and new procurement priorities.



Source: Bain & Company analysis.

> Sustainability efforts often benefit from long-term, place-based partnerships – since concentrated investment is harder across a broad supplier base.

On-farm robustness

On-farm robustness may involve partnering with specific farmers to improve practices and infrastructure in ways that strengthen supply reliability and quality while also supporting sustainability goals. Regenerative agriculture, for instance, enhances resilience, lowers emissions and stores carbon.

Hence, on-the-ground investments typically help companies meet both resilience and sustainability goals. However, long-term commitments to specific suppliers or sourcing areas risk over-reliance, limiting flexibility in managing cost, quality or short-term availability – a key tension when procurement needs to respond quickly to market or climate shocks.

Sourcing flexibility

Sourcing flexibility, by contrast, involves maintaining a diverse supplier base to shift buying quickly across regions and producers. It limits exposure to local disruptions, price spikes or major shocks such as extreme weather or geopolitical events. It reinforces traditional procurement priorities, as cost, quality and availability risks can be mitigated through a diverse supplier base.

Meanwhile, sustainability efforts often benefit from long-term, place-based partnerships – since concentrated investment is harder across a broad supplier base. However, this creates a tension between sourcing flexibility and the collaboration that may be needed to deliver sustainability outcomes.

Prioritizing the right sourcing pathway

Understanding the sourcing context of a commodity, especially its level of dependency, is vital to calibrating the resilience strategy and choosing the right strategic sourcing pathway. Dependency reflects how difficult or costly it is for a buyer to switch suppliers. It is driven by factors such as the commodity's availability and durability, the cost of shipping relative to its value, the buyer's quality requirements and the risk of disruptions to supply continuity.

In practice, a company's level of dependency determines whether on-farm robustness or sourcing flexibility should be prioritized in its resilience strategy – and therefore which strategic pathway, spec-anchored or decoupled, is best suited to reconcile the tensions described above (see Figure 4).

Spec-anchored sourcing to support on-farm robustness

Higher dependency reflects a reality in which a limited number of suppliers can meet product expectations for price, quality and availability. This normally applies to highly-perishable commodities or those found within highly concentrated growing regions.

Examples include:

- Fresh milk, that needs to be sourced daily and locally.
- Hazelnuts, with roughly 70% of global production coming from Turkey.[54]
- Cocoa, with Côte d'Ivoire and Ghana accounting for nearly two-thirds of global production.[55]

For higher-dependency commodities, a buyer's resilience strategy should prioritize on-farm robustness of suppliers, because there is limited room for switching suppliers without significant additional cost or product reformulation. As a result, the optimal strategic sourcing pathway is spec-anchored, ensuring buyers can maximize returns from on-the-ground investments via long-term commitments.

Put another way, the "payback" for buyers supporting producers' transition towards more sustainable practices is the ability to lock-in spec-anchored sourcing from suppliers who can deliver to the quality required, while enhancing the resilience of specific priority suppliers.

Decoupled sourcing to support transition in lower-dependency chains

Some commodities can be sourced from many suppliers across multiple regions that can all meet cost, quality and availability requirements. Commodities in this category often do not allow for easy farm-level traceability, due to aggregation, mixing or commodity spot-trading.

Examples include:

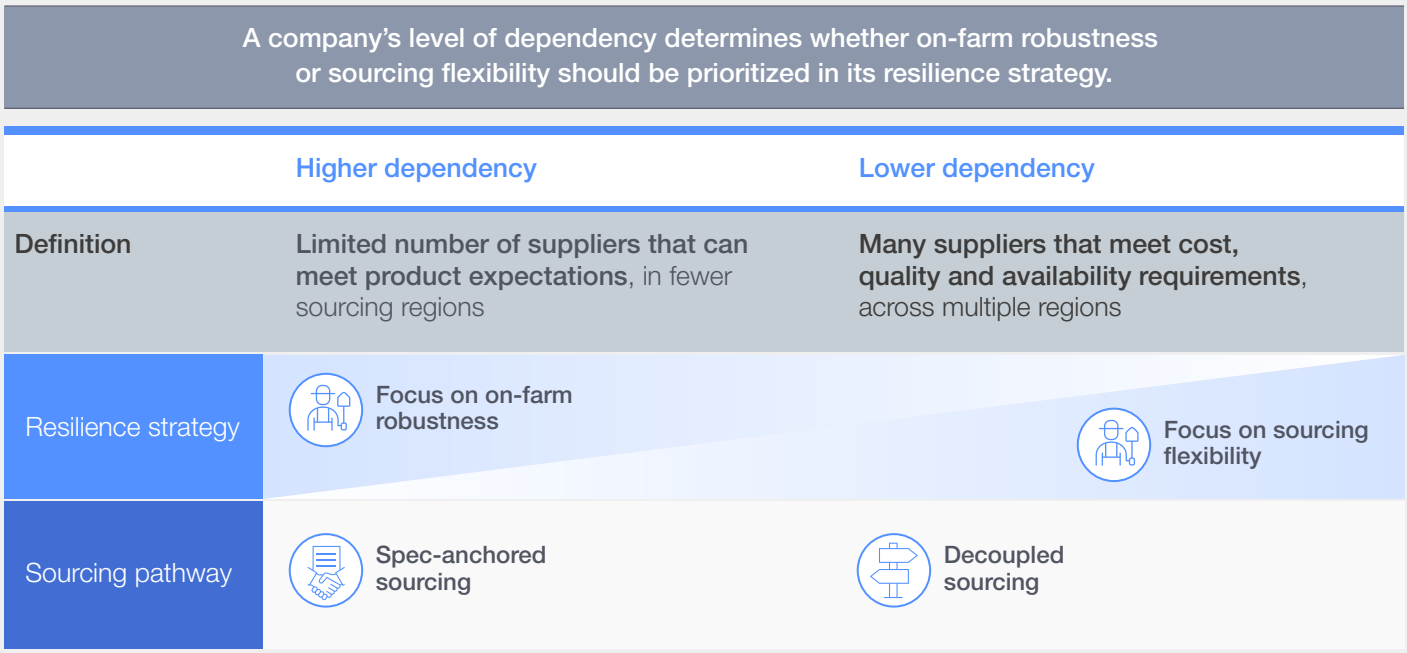
- Soy, grown across diverse regions (e.g. South America, US, China, India) offering year-round availability that allows buyers to shift sourcing in response to cost or supply considerations.
- Wheat for boxed cereals, widely produced with a diversified supply base and long storage life.
- White rice, produced across multiple growing areas in the same region (e.g. South East Asia, including Thailand, Viet Nam and Cambodia) with similar quality and availability levels.

In this situation of lower dependency, a buyer's resilience strategy should prioritize sourcing flexibility rather than investments in on-farm robustness, which would be cost-inefficient across many suppliers.

To ensure sustainability, buyers can adopt a decoupled sourcing pathway, by funding supply-shed programmes and partnerships to support transition. This allows companies to contribute to system-wide improvements in key supply-sheds while retaining flexibility to shift sourcing regions as conditions change.

In this case, it is important to build a strong data foundation and ensure visibility of sustainability outcomes across suppliers and regions to enable informed switching.

FIGURE 4 | **Dependency shapes resilience strategy and sourcing pathway**



Source: Bain & Company analysis.

2.4 Strengthen partnerships and align corporate operations

Industry-wide partnerships and operational alignment across procurement, sustainability and finance functions can help unlock change at scale.

Adopting best practices requires alignment both externally and internally. Externally, strong partnerships across the value chain with peers, adjacent industries and financiers reflect the collective effort that supports durable change. Internally, collaboration among relevant corporate functions is critical to embed new ways of working.

Strengthening partnerships across the value chain and beyond

To transform agriculture at scale, companies can build next-generation partnerships in two complementary forms: with key value chain actors and with financial institutions.

Partnerships with value chain players

Partnerships with key value chain players, including peers and adjacent supply chains (e.g. biofuels, animal feed) are essential for greater collaboration. Retailers can also play an active role in these partnerships, especially as catalytic actors to scale up successful partnerships. These partnerships accelerate shared learning, reduce cost duplication and build supplier confidence.

For example, global dairy co-operative Fonterra has partnered with Nestlé and Mars to lower dairy farming emissions. Farmers receive financial incentives from the co-operative and top-ups from downstream buyers, rewarding those who deliver low-emissions dairy products. This enables buyers to meet scope 3 targets while also strengthening supplier resilience. Farmers who meet the targets are eligible for tools and services to further improve their efficiency in reducing emissions.[56]

Partnerships with financial institutions

Partnerships with financial institutions are essential for supporting transition. Farmers need financial support to make major changes. Strategic alignment with catalytic, concessionary and commercial capital platforms ensures that buyers do not have to shoulder the transition costs alone.

A prominent example is the FMC for Food's breakthrough model, which integrates financiers as vital actors to bridge the timing gap between farmer action and outcome delivery (see Box 15). Farmers receive upfront funding when they need it most, while system actors pay their share later as verified ecosystem outcomes are realized. This approach enables cost-sharing across the value chain, improving affordability and bankability.[57]

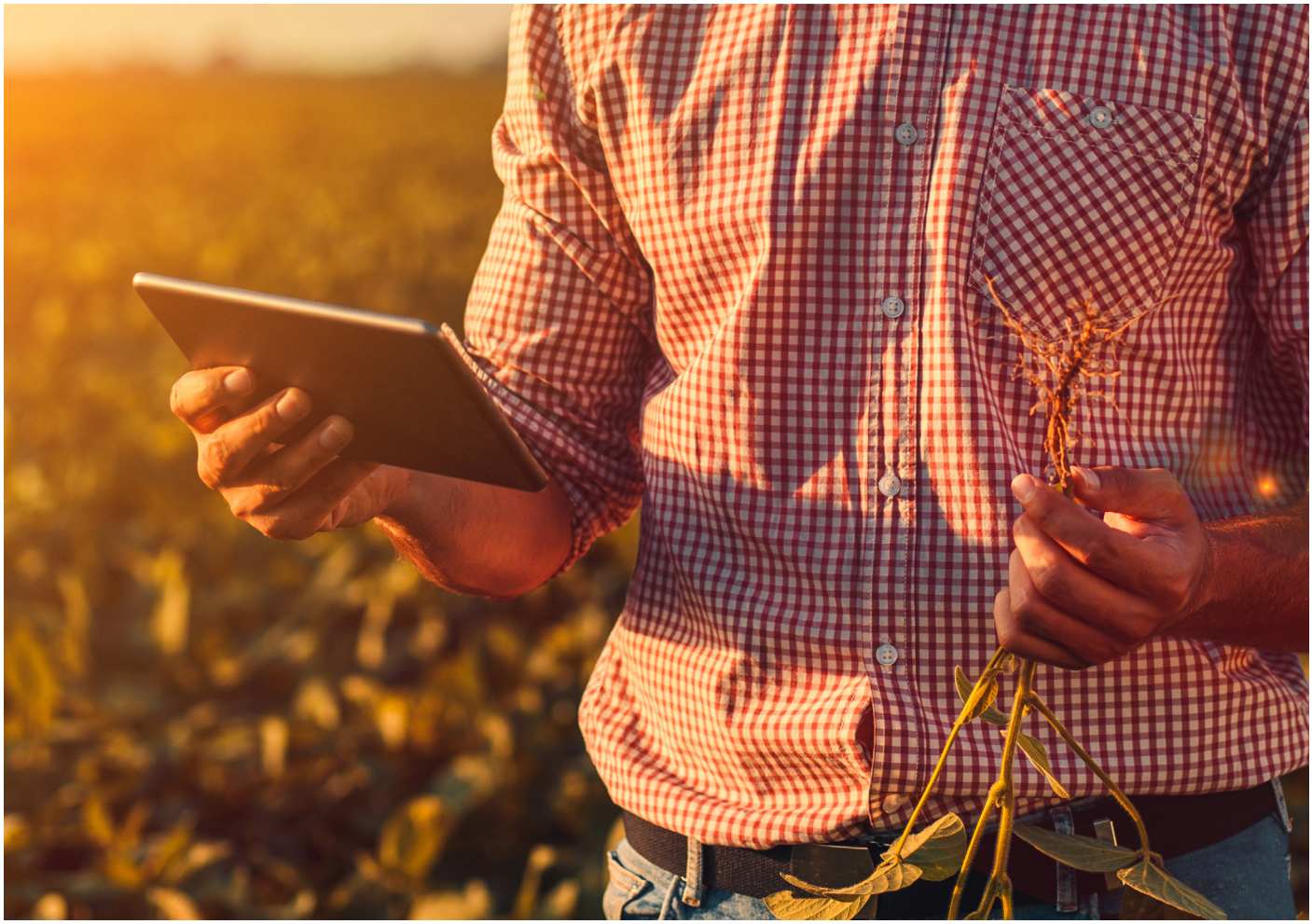
Aligning operations and incentives across procurement, sustainability and finance

> Procurement must become a strategic capability for meeting climate goals and resilience that influences how teams set priorities, structure contracts and manage supply risk.

Many companies stall during implementation because their operating model is not capable of delivering the desired strategy. Corporate teams need to change how they collaborate, by building repeatable ways of working across procurement, sustainability and finance. To do this successfully, critical internal factors such as executive sponsorship, new incentives or establishing processes to build supplier engagement need to be identified. In practice, this means:

- Embedding shared metrics and outcome targets into procurement processes.
- Enabling joint decision-making on supplier engagement, investment models and sourcing strategy.
- Equipping cross-functional teams with the tools, incentives and decision rights to act together, including across contracts, financing and governance.
- Clarifying roles: procurement must own execution but needs sustained input from sustainability teams and support from finance functions.

The goal is to build a sourcing engine focused on the outcomes that matter. Procurement must be a strategic capability for meeting climate goals and resilience that influences how teams set priorities, structure contracts and manage supply risk. This organizational effort will require leadership from CEOs and multiple C-suite leaders – critically in sustainability, procurement and finance – to integrate practices that build resilience and create sustainability outcomes while promoting commercial acumen.



3 Conclusion: Mapping a path ahead for food businesses

Planning for the future requires careful thinking about every aspect of how companies procure, invest and collaborate along supply chains.

Organizations should adopt an approach that embraces the potential for system-wide change, but with the flexibility to cope with real-world complexity. Embedding resilience and sustainability as core sourcing priorities is the first step. From there, companies can chart a practical path forward, based on the strategies outlined in this white paper:

1. **Build sourcing maturity to scale up for success**, based on a three-step maturity ladder (see here).
2. **Identify strategic sourcing pathways for scale:** spec-anchored sourcing and/or decoupled sourcing (see here).
3. **Calibrate strategy and prioritize sourcing pathway**, based on each commodity's sourcing context and characteristics (see here).
4. **Strengthen partnerships and align corporate operations**, to help unlock change at scale (see here).

Executives can help spearhead this shift (see Box 16).

BOX 16 **Strategies for executives to drive change**

Chief Executive Officers

- Embed resilience and sustainability as core sourcing priorities and set corporate direction to define how bold the company intends to be.
- Enable and encourage engagement in shared initiatives such as pooled platforms or outcome-based collaborations.
- Back corporate action with the necessary capital – breakthrough models cannot scale up on pilot budgets.
- Empower procurement, sustainability and finance teams to co-develop structural solutions.

Chief Procurement Officers

- Define the maturity level to target for each priority commodity.
- Assess the level of dependency of key commodities to calibrate the resilience strategy and determine the right sourcing pathway (spec-anchored or decoupled).
- Establish enduring commercial approaches such as multi-year contracts, risk-sharing mechanisms and co-investment strategies with partners.
- Formalize collaboration with Chief Sustainability Officers so that great pilots don't die at handoff.

Chief Sustainability Officers

- Shape projects for expansion, ensuring early-stage initiatives have viable transition models.
- Ground sustainability requirements in operational and market realities.
- Collaborate with procurement to identify priority commodities and how their maturity and dependency profiles shape the resilience strategy and sourcing pathway.
- Partner with procurement to ensure demand signals are deliverable, verifiable and cost-aligned.
- Work across companies and coalitions to envision scalable approaches rather than bespoke pilots.

Chief Financial Officers

- Build the financial architecture and ensure procurement incentives align with corporate objectives.
- Engage early with external financiers, blending commercial, concessional and catalytic capital to support supplier transition.
- Help manage portfolio-level risk exposure and capital efficiency across transition initiatives.
- Rework internal financial governance so sustainability-linked investments are treated as part of core sourcing and risk strategy, rather than one-offs.

Source: Bain & Company analysis.

3.1 First Movers Coalition for Food

The First Movers Coalition for Food serves as a unique leadership platform that can help turn ambition into implementation. The coalition brings together leading food companies to share strategies that can help companies develop their own playbooks to support real-world impact. FMC for Food helps members move from commitment to execution, connecting and ecosystem of actors from government, academia, farmer organizations, civil society and across the value-chain to strengthen and unlock the role of credible demand signals needed to grow resilient, sustainable procurement.

The coalition's work spans both commodity-specific and cross-cutting efforts, running working groups focused on rice (South and South East Asia), row crops (North America), beef and soy (South America and global) and dairy (developed markets). In parallel, the coalition is exploring strategies related to procurement models, financing tools, MRV and technology solutions, while embracing the potential for collaboration.

Getting this right achieves more than increasing local impact – it delivers strategic advantage and business resilience. Companies that act now will secure early access to future food supplies, strengthen supplier relationships and help shape the rules of a more resilient food system.

The shift from pilot to scale-up starts with clarity, builds through structure and succeeds with leadership. If your company is ready to lead on climate-smart procurement, the Forum invites you to join FMC for Food.

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Endnotes

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