



*Collaboration
with
Lindt & Sprüngli*

TFT Values

Deforestation and exploitation continue to cause huge damage to the world. Global companies have the power to either destroy or heal it. Some rely solely on rules and systems, but we believe in people's power to innovate and find solutions to the world's environmental and social problems. We believe in value creation for all and entrepreneurship to find and develop solutions that transform at scale. Our actions are guided by the TFT Coat of Arms.



Our motto is: To protect and to heal. Here are more details on what our values mean:

- Change comes from facing and reporting the **truth**, even if it is uncomfortable.
- Irrespective of what a member has done in the past we **respect** their commitment to now change.
- Solving complex problems requires the **courage** to walk towards the unknown, to challenge the status quo within a company and the wider industry.
- No large issue can be solved alone - **humility** gives the space for others to engage and support the process.
- Real progress is only possible through genuine understanding of others and the context they face, and more generally **compassion** for people and nature.



Lindt & Sprüngli and TFT relationship

Since early 2016, Lindt & Sprüngli has become a TFT member.

How TFT works with Lindt & Sprüngli

Becoming a TFT member means embarking on a journey: agreeing at the most senior level what your values as a company are, and making a strategic commitment to turn supply chain responsibility into a source of value for both business and society. Membership is always focused on an ambitious commitment and measurable progress that clearly moves the company towards responsible sourcing of raw materials.

Lindt & Sprüngli commits to sharing our values, and to long-lasting change in their supply chains. They engage with TFT at the senior level where corporate policy and strategy are set, and at operational levels where supply chain transformation happens day-to-day.

Lindt & Sprüngli requires TFT collaboration in their entire cocoa supply chain where they have established the [Farming Program](#) (at different stages). That covered Ecuador, Ghana and Madagascar.

The Farming Program aims to ensure that agricultural, social, environmental, and business practices are followed and continually improved upon at the farm level in the company's cocoa supply chain, and that these improved practices have an impact on sustainable agricultural development, particularly the livelihoods of farmers and their families.

The TFT assessments are more geared toward providing the supplier companies with feedback and support on the program implementation. TFT conducts field visits to each supplier in order to assess the implementation of the Farming Program and to provide some concrete and practical recommendations for continuous improvement.

TFT approach in the field

About TFT's "critical friend" role

At all steps of its missions, TFT provides honest feedback about the facts we have observed. However, when a company's operations are evaluated by an "outsider", it is often an uncomfortable experience for those being evaluated. Our aim is to be direct and frank in our communication, brainstorm, provide a practical, constructive and solution-driven approach to help companies close gaps between current and required responsible practice.

This approach allows us to understand the issues and acquire the confidence of all stakeholders. If we are transparent from the start, we optimize the chance that others will be transparent as well.



About our vision regarding farmers

As a fundamental core aspect of [Rurality](#), the TFT initiative which aims to create value at the smallholder level, TFT believes the farmer is an entrepreneur. Farmers are not always victims in need of assistance (as they are often presented); they are often leaders with a vision that needs to be supported in order to run their business successfully.

TFT believes that innovation at rural level struggles to emerge in a conventional production system. By empowering the rural entrepreneurs (the farmers) to think and share the innovations they have developed to adapt to change, Rurality will help freeing up rural innovation.

Innovation comes from the ground when farmers and their industrial partners sit and work together in a constructive manner in a given environment to overcome the local challenges, each of those being unique to an ecosystem, cultural environment, market and logistical constraints. TFT wants to start this journey with Lindt & Sprüngli during these field visits: to agree how we can move forward towards a situation where the farmers in these supply chains are leaders of their own changes.

About the evaluation exercise

TFT wants to share time with farmers, with traders, with Farmer Organizations, to understand how, with whom, in which environment, what they are doing. The objective is to collect and understand the main strengths and challenges faced by the entities and then, propose key areas for the transformation.

To achieve this objective, TFT does not meet all the stakeholders of the supply chain but bases its selection on the relationships built by Lindt & Sprüngli suppliers in the respective country. As this exercise is not an audit, the sample gathers good practices and 'difficulties' faced by organizations and/or individual farmers, to share lessons learned and look for improvement potential.

Furthermore, TFT also draws upon the knowledge of other local stakeholders as well as experts who are very familiar with the area. In our experience, local resource persons (such as district or local leaders or members of aid organizations working in the region) can often provide reliable information related to main livelihood strategies and are particularly valuable. Information provided through reports and interviews are cross checked for accuracy through field visits.

