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Impact assessment report presentation

Evaluating Bonsucro's climate initiatives

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Section 01 Objectives

Understanding the impact of Bonsucro's climate programs

Climate change is a central focus of Bonsucro's work, and this project evaluated the climate-related impact of Bonsucro's key initiatives

Bonsucro Calculator

GHG thresholds
embedded in the
Production Standard

ClimateCane Tracker

Provision of GHG data to
end users

Bonsucro Impact Fund

Convening and
influencing efforts

Guiding questions

1. Describe the climate-positive impacts resulting from Bonsucro's initiatives.
2. Evaluate the relative effectiveness of different activities and tools in driving change.
3. Explore how companies have used Bonsucro's tools and information in practice.
4. Identify the factors contributing to the success of high-impact activities.
5. Understand the reasons behind lower-impact initiatives, including barriers to effectiveness.

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Section 02 Methods and report structure

We created an integrated framework to assess impact

A combination of qualitative and quantitative methods was applied to build a well-rounded understanding of Bonsucro's climate initiatives

Internal evaluation

- A comprehensive document review to understand the scope, structure, and evolution of Bonsucro's climate initiatives
- In-depth analysis of both public-facing materials and internal or member-focused resources
- Discussions with key members of the Bonsucro team to understand how the climate initiatives have evolved over time.

External inputs

- Interviews conducted across multiple regions, supplemented by several written responses
- Survey responses complement the analysis
- Survey respondents reflect a diverse geographic spread and range of roles, from senior leadership to technical and operational positions
- Mills represent the majority of survey respondents

External research

- A literature review of over a dozen reports to complement the primary data and stakeholder inputs across:
 - Impact of emissions calculators, target-setting mechanisms, and corporate commitments
 - Effectiveness of voluntary sustainability initiatives in driving emissions reductions and environmental outcomes
 - Bonsucro-specific and sector-relevant studies

Final report structure

The report provides recommendations across the full suite of Bonsucro initiatives as well as specific recommendations for the individual initiatives

1. Executive Summary

2. Introduction and Context

3. Methodology and Analytical Approach

3.1 Overall Approach

3.2 Data Sources

3.3 Data Collection Methods

3.4 Analytical Framework

3.5 Limitations of the Assessment

3.6 Management of Limitations

4. Cross-Cutting Findings and Insights

4.1 Overall Perspectives on Bonsucro's Climate Action Initiatives

4.2 Cross-cutting strengths of the Initiatives

4.3 Cross-cutting Challenges with the Initiatives

4.4 Member Engagement and Adoption Patterns

4.5 Drivers of High Impact

4.6 Barriers to Impact

4.7 External Evidence and Validation

4.8 Overall Recommendations

4.9 Impact Assessment Perspectives and Recommendations

5. Initiative Level Assessments

Appendices

Section 03 Key findings

Overall view of Bonsucro's climate initiatives

Based on our review of internal materials, conversations with initiative leads, discussions with members, and external research, we've developed some perspectives

Strengths of existing initiatives

Robust and credible GHG measurement system



- Technically strong and robust calculator
- Provides consistent, verifiable emissions data
- Methodology has evolved with external standards

Enables transparency and external credibility



- Supports reporting and disclosure needs
- Builds credibility with partners and buyers

Impact beyond certification



- Shift from measurement to mitigation and adaptation
- Impact Fund supports innovation beyond compliance

Progression of initiatives signals need for them



- Climate scope has expanded (targets, adaptation, data-sharing)

Potential challenges and areas to improve

Moving from measurement to action



- Limited guidance on how to reduce emissions
- No clear benchmark for “ideal” performance
- Targets are not always linked to practical pathways

Uptake and perceived value of tools



- Low engagement beyond the calculator (for example, the ClimateCane Tracker's value not always clear to members)
- Perceived relevance of initiatives varies by member

Difficulty measuring impact and ambition



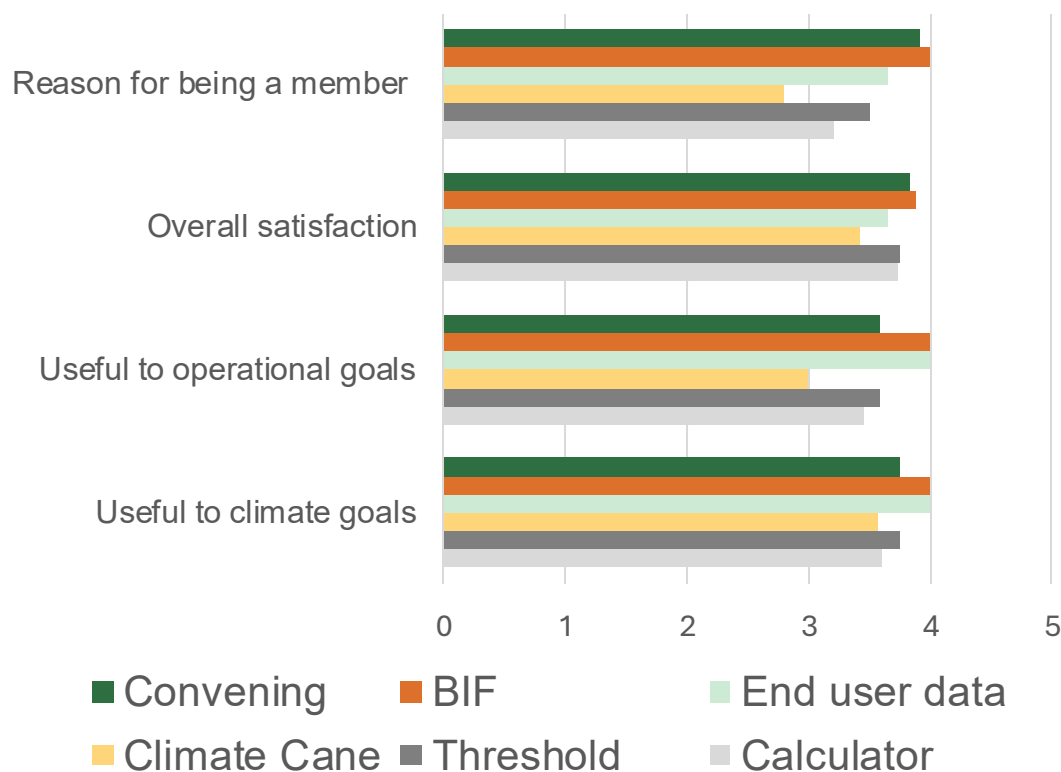
- Limited visibility on how tool use drives change
- Hard to assess links between uptake and emissions reduction
- Progress beyond compliance not consistently tracked

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Member perceptions vary across initiatives, with some leaders

Bonsucro's climate initiatives are generally viewed positively by those who engage with them, but engagement and satisfaction levels differ

Initiative-level survey scores



- GHG Calculator and Threshold show high engagement, reflecting their role in certification and emissions measurement
- Convening & Influencing also sees broad engagement
- BIF is perceived as a valuable initiative by those who have participated
- Some initiatives show uneven uptake, suggesting gaps in awareness or applicability
- Survey scores cluster between ~3.0–4.0, indicating moderate to positive views

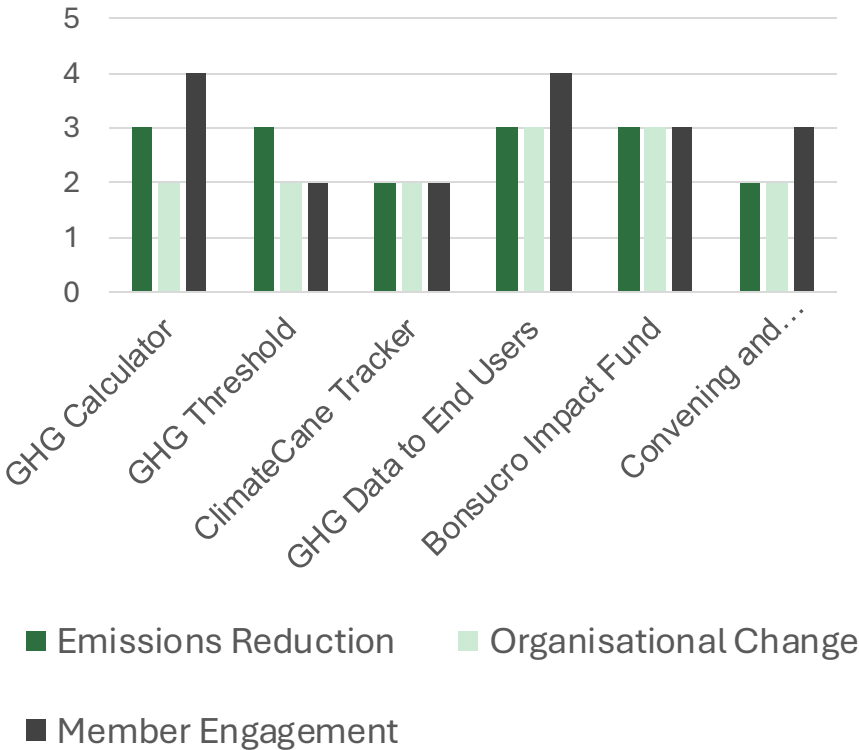
Integrated systems drive impact

The impact assessments conducted show that Bonsucro’s climate initiatives are strongest when viewed as a connected system rather than as standalone interventions

Current impact of initiatives

Initiative	Current Impact
GHG Calculator	Strong foundational measurement tool with high visibility, but limited current use as a decision-support tool
GHG Threshold	Useful compliance lever that sets expectations, but less effective as a driver of continuous improvement or engagement
ClimateCane Tracker	Strategically important but currently limited by low awareness, uptake, and evidence of downstream use
GHG Data to End Users	Valuable for transparency, reporting, and value chain engagement, especially for downstream users
BIF	Supports practical experimentation and implementation, but current reach is constrained by scale and access
Convening and Influencing	Important enabling function for awareness and peer learning, but impact is currently indirect

Comparison on impact measures



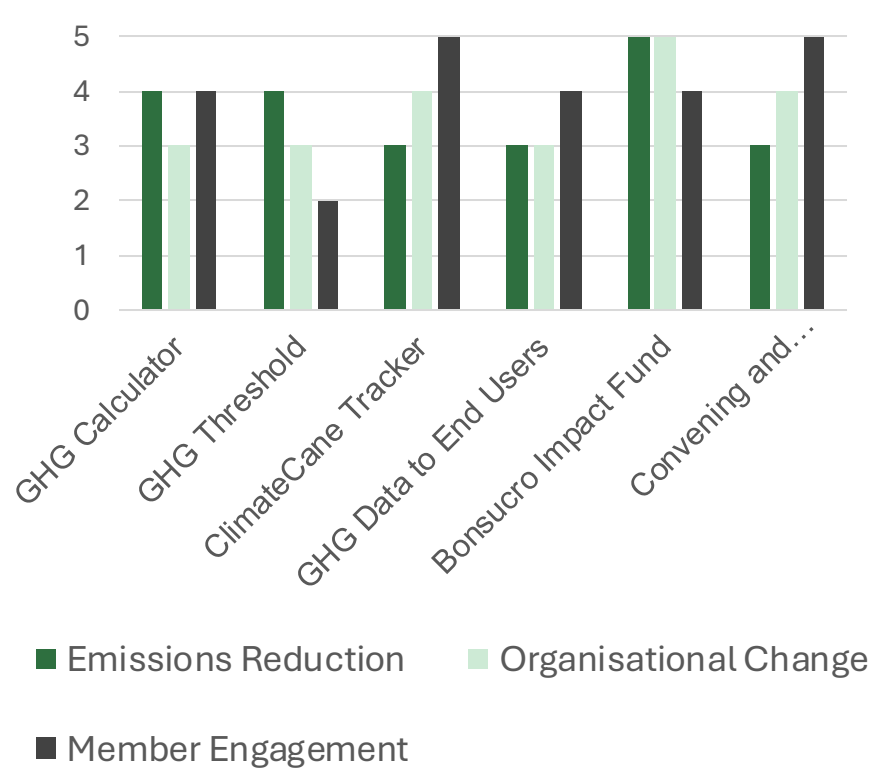
Future potential for initiative impact

The future potential of the initiatives can be enhanced by greater integration across the initiatives as well as further opportunities for direct member climate action

Future potential impact of initiatives

Initiative	Future Potential Impact
GHG Calculator	Could become a stronger strategic tool if outputs become more granular, usable, and linked to mitigation planning
GHG Threshold	Could drive stronger performance if paired with guidance, improvement pathways, and context-sensitive support
ClimateCane Tracker	High potential if Bonsucro improves awareness, methodology transparency, usability, and links to implementation
GHG Data to End Users	Continued value as demand for Scope 3 data, traceability, and verified supply chain emissions information grows
BIF	Strongest future potential for direct emissions reductions and operational change if projects are scaled and lessons shared
Convening and Influencing	High potential as a system-wide amplifier if engagement becomes more targeted, practical, continuous, and linked to other initiatives

Comparison on impact measures



Section 04 Recommendations and next steps

Overall recommendations for enhancing impact

These recommendations will improve clarity, impact, and member experience across the climate initiatives

1 **More fully integrate initiatives together**

Bonsucro's climate initiatives are not consistently connected at the point of use, which limits their ability to move from measurement to action. Strengthening linkages between tools will make the system easier to navigate and more effective in driving change.

2 **Define a clear climate action journey for members**

The range of climate initiatives is not consistently understood as a journey, and members do not always see support beyond certification. Define Bonsucro's role in the decarbonization journey more explicitly.

3 **Establish a structured capacity-building programme**

Awareness, understanding, and practical application of initiatives are uneven, and tools are available but not fully used by members. A structured capacity-building programme would support members in using tools effectively and consistently over time.

4 **Consider the offerings for specific members by role and region**

Members operate in very different contexts, and initiatives do not fully reflect realities on the ground. A more tailored approach by member role and region will better align tools and support with those realities.

5 **Embed impact assessment into ongoing activities**

Impact assessment should not be treated as a standalone exercise. Embedding impact measurement into ongoing activities will enable consistent tracking and clearer links between actions and outcomes.