Palm Oil in the Oleochemical Sector

Info Briefing #2
Prepared for Partnerships for Forests
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1. Introduction

This briefing note explores the use of palm oil and certified sustainable palm oil in the oleochemical industry. It describes the oleochemicals supply chain, market structure and some of the key market dynamics, before looking in more detail at the CSPO policies of many of the key players. This analysis sheds some light on the current state of awareness and action in the industry on sourcing CSPO, and allows us to assess where assistance is needed.

Oleochemical manufacturers in the UK use palm oil and palm kernel oil and their derivatives to create ingredients for personal care and cleaning products. This note outlines the complexities in the derivatives supply chain, explains why sustainable palm-based derivatives have been difficult to source in the past, and provides an overview of what manufacturers are currently doing to manufacture oleochemicals, cleaning products and personal care products made with sustainable and traceable palm oil and palm kernel oil.

2. The Oleochemical Supply Chain

Palm oil and palm kernel oil are complex commodities because of the demand for a large number of fractions and derivatives of the oils. The supply chains for these derivatives are multi-layered and complex. Although traceability is improving, the derivatives can be challenging to source as sustainable.

Palm-based oleochemicals have a diverse range of applications. Over the past decade, many European manufacturers and traders shifted towards the use of palm-derived oleochemicals (as opposed to petrochemicals or other plant based oleochemicals), due to the versatility in application and high yield rates of palm, as well as the increase in the number of plants in Southeast Asia with access to palm feedstocks. The environmental and social repercussions of this shift in usage, and the parallel significant increase in oil palm plantations in Southeast Asia, have been dramatic, leading to deforestation, climate change, habitat loss, and disruptions to local communities.

Palm-Based Oleochemicals - How they are made and what they are used for

All oils and fats are based on carbon chains linked together by a glycerol backbone to form a Triglyceride or Triacylglycerol (TAG) molecule. The characteristics (and potential applications) of an oil or fat, such as its viscosity or resistance to high temperatures, are determined by the type and length of chain attached to the glycerol backbone. When these chains are split, oleochemicals are created, with further potential uses and applications.

Palm-based oleochemicals are produced from refined palm oil, palm stearin that has been produced from fractionated palm oil, refined palm kernel oil, crude palm kernel oil, and palm fatty acid distillate. There are five basic oleochemicals: fatty acids, fatty alcohols, fatty methyl ester, fatty amines, and glycerine. These substances are used in cleaning products like laundry detergents, and personal care products like shampoos, toothpaste, soaps, lotions, and cosmetics. They often represent the ‘chassis’ or structural ingredients in these products, and so make up the bulk of the formulations.

For example, fatty alcohols and fatty acids from palm and palm kernel oil are used to make surfactants, which are the basis of almost all products used for personal cleansing, laundering, dishwashing and household cleaning. Cleansing surfactants, also known as primary detergents, are chemicals that reduce the surface tension of water and solubilise fats, so the water can quickly wet a surface and soil can be loosened and removed. In the personal care sector, palm-derived oleochemicals are used as surfactants (used in lotions), emollients (used in moisturisers), and humectants (also used in moisturisers), as well as a viscosity modifier, conditioning agent and antioxidant.

Palm-Based Oleochemical Consumption Worldwide

Splitting oil and fat molecules to create oleochemicals can be done with any type of oil. In terms of vegetable oils, palm oil and palm kernel oil represent the largest oleochemical feedstocks, with 72 million tonnes produced per year globally.¹ A far greater amount of palm oil is produced than palm kernel oil, due to the fact that 1 tonne of palm kernel oil equates to about 10 tonnes of palm oil, in terms of feedstock.

Palm-based oleochemicals are in high demand because of the wide range of applications that are possible with palm and palm kernel oil due to their versatile and durable chemical profiles. The availability and competitive pricing of palm oil has also driven the demand for palm oil, as global population grows.

¹ Oil World, 2017.
² RSPO, 2017.
As demonstrated in the above diagrams on the most common palm applications, 70% of global palm kernel oil consumption and 8% of global palm oil consumption is used for oleochemical manufacture. Expressed a different way, 3% of the total world production of palm oil and palm kernel is used for the manufacture of home care products (mainly in the form of derivatives) and 2% of world production is used globally for the production of cosmetics.²

Palm-Based Oleochemical Consumption in the UK
In 2009 Proforest published a report³ estimating the use of palm oil, palm kernel oil and palm

² RSPO, 2017.
derived ingredients in the UK. Unfortunately, this is the most up to date report on the sector, and new analysis is now required to fully understand use in the UK. Cleaning, personal care, cosmetics and industrial uses were estimated to consume about 10% of the UK total, mostly in the form of oleochemical derivatives. Because the extent to which palm based oleochemicals are consumed by these sectors is not fully tracked and the original feedstock of the oleochemicals is not always known (but expected to be palm kernel oil in most cases), this estimate should be treated with caution. Nevertheless, it shows how prevalent palm-based oleochemicals are.

Furthermore, because some oleochemicals are derived from fractions of palm and palm kernel oil, this amount represents far larger amounts of feedstock oil. When palm oil and palm kernel oil is fractionated and separated into liquid palm olein and solid palm stearin, it is done so at a ratio of 4:1. This means that oleochemicals created from palm olein require 4 times the amount of feedstock to create.

**UK Supply Chain**

The below figures show the supply chains for the cleaning products and personal care industries in the UK. The oleochemical ingredients used in their manufacture come from oleochemical manufacturers, which source stock from refineries, in the EU, UK and SE Asia or import crude palm oil and palm kernel oil directly. The largest oleochemical manufacturers in terms of volume are based in Germany, and the largest refineries in the EU are based in the Netherlands. The UK has several oleochemical manufacturers as well, listed below in Section 3.1, which will source oil and derivatives from UK, EU and Asian refineries.

Oleochemical manufacturers source feedstock and oleochemical derivatives, and then process them into various primary and secondary ingredients. Each of these will require separate tanks, and machinery must be flushed for each process. Certified IP or SG feedstock and derivatives will also require separate tanks (and shipping tankers), adding to capital and running costs.

*Fig 1. Structure of the UK Cleaning Products Supply Chain, including key players*[^1]

3. Sourcing CSPO and CSPKO Oleochemicals

As noted in the RSPO ACOP submissions of many of the companies profiled below, many manufacturers face difficulties in finding suppliers with certified oleochemical ingredients. Oleochemical derivatives such as surfactants, glycerine and emulsifiers can be difficult to source from sustainable sources, due to the restraints of the supply chain. This is because palm kernel oil, the feedstock for the majority of oleochemical manufacture, has a more complex supply base than palm oil. The kernels are often sent to crushing facilities (as opposed to processed by the palm oil mills that produce palm oil from the palm oil fruit) where they can be mixed with uncertified palm kernel. At present, only some of these facilities are RSPO certified. Because the certified sustainable cost premium must apply to the original feedstock and then be carried from derivative to derivative to create the oleochemical, the impetus for mills to become certified is not always present.

Furthermore, the oleochemicals can vary and be replaced by other plant-based oleochemicals (i.e. from coconut) or petrochemicals, depending on market price. This adds to the complexity of tracking.

In terms of driving demand for sustainable oleochemicals, there are several challenges. First, due to the complexity of the supply chain, and the small volumes of a diverse range of sustainable oleochemical derivatives that must be handled in separate tanks etc., the premiums on sustainable oleochemicals can be quite high, and varied. Buyers may be reluctant to pay this premium because they fear that customers will be unwilling to pay premiums on finished products. Because most customers do not know what oleochemicals are, or are not aware which oleochemicals listed in homecare or personal products are derived from palm oil, there is a lack of demand for certified ingredients as well.

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Finally, the supply of Segregated (SG) and Identity Preserved (IP) CSPO and CSPKO derivatives is quite vulnerable to disruption due to its small size. For example, a tanker transporting the bulk of Europe’s SG derivatives supply recently suffered contamination issues, meaning that companies with commitments to buy SG that year were unable to access the supply. For many companies, using MB CSPO and CSPKO derivatives is more reliable and is the preferred option as the supply chain develops.

**What can be done?**

Several major industry players have begun working with their suppliers and manufacturers to identify the sources and encourage sustainable production, with some even establishing vertically integrated supply chains that can source segregated material for oleochemical production. Unilever recently mapped their entire palm oil supply chain, and then disclosed the information on their 300 suppliers and 1,400 mills publicly, in order to increase transparency in the industry and improve sustainable practices.6

Together with users and manufacturers, the RSPO has also founded a derivatives working group, which has created a methodology for calculating oleochemical derivatives.7 This methodology is based on a series of conversion charts for each derivative, so that volumes can be used to calculate how much parent oil was used to make the derivative, making it easier to certify derivatives.

In terms of the public sector, the Government implemented a Government Buying Standard (GBS) for food and catering in 2012, which included a requirement about sourcing sustainable palm oil, palm kernel oil and derivatives to RSPO or equivalent certification. All cleaning and personal care products bought by central government were required to meet sustainability requirements by 2015, which has created some change among Government contracts. Uptake of the Food and Catering Government Buying Standard varies across central Government in the UK however. It is not mandatory for two of the biggest food service public sectors: health and education. It is also not mandatory for overseas defence operations. Efeca is currently undertaking a study to ascertain how successful implementation of the GBS has been for palm oil.

### 3.1 Company Profiles

The below tables outline what steps key UK cleaning product manufacturers, personal care product manufacturers and oleochemical manufacturers are taking towards sourcing 100% sustainable and fully traceable palm-based derivatives. As the company profiles illustrate, levels of certified palm oil use among UK cleaning product manufacturers, personal care product manufacturers and oleochemical manufacturers are generally quite high.

Many oleochemical manufacturers and cleaning product/personal care product manufacturers in the UK also have commitments to source physically traceable palm oil and palm kernel oil in the near future. As traceability continues to improve, many are already working with suppliers to source products made with mass balance or segregated certified sustainable palm oil.

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| **Oleochemical Manufacturers and Processors** |
|-----------------|-----------------|-----------------|-----------------|
| **Company**     | **Description**                                                                 | **CSPO Policy**                                                                 | **RSPO Member/RSPO ACOP**                                                                 | **WWF Scorecard** |
| Croda<sup>11</sup> | Supplies naturally derived specialty chemicals to a wide range of industries. Has sales, technical and manufacturing facilities throughout Europe, the Americas, Asia and the Far East and annual sales of over £1 billion. | Have 12 RSPO Supply Chain Certified plants in all regions in which they operate, which handle >99% of their total PO/PKO derivatives volume. Have established a programme to convert finished ingredients based on PO/PKO derivatives to MB and SG. Reported a 63% increase in CSPO sales volumes in 2017 compared to 2015.<sup>12</sup> | Current RSPO member. Submitted ACOP reports 2010-16 | n/a |
| BASF<sup>13</sup> | Offers a broad range of ingredients for hygiene, personal care, home care, industrial & institutional cleaning, and technical applications. One of the largest processors of palm products worldwide. | Offers since 2012 a range of MB and selected SG based PO and PKO based ingredients for the personal care industry globally. Manufactures certified ingredients at 20 locations around the world for the cosmetic, detergent and cleaning agent industries.<sup>14</sup> Shifted its Personal Care portfolio and will offer palm-based specialties for the cosmetics industry exclusively as certified sustainable MB in 2018 – covering 330 products.<sup>15</sup> In 2017, the company was able to trace almost 80% of its overall oil palm exposure of more than half a million metric tons. Target to source only RSPO-certified sustainable palm kernel oil by 2020. | Current RSPO member. Submitted ACOP reports 2010-16 | 2017 Scorecard in Germany – 38% RSPO<sup>16</sup> |
| Cremer Oleo Division<sup>17</sup> | Core activities include the worldwide sourcing of naturally derived oleo chemical raw materials, processing, warehousing and Achieved RSPO Supply Chain Certification (SCC) in 2011 (which applies globally to their operations) and supplies a range of RSPO certified palm oil derivatives. Today offers almost all PO or PKO-based products with MB certification. | | Current RSPO member. Submitted ACOP reports 2010-16 | 2017 Scorecard in Germany – 19% RSPO<sup>20</sup> |

<sup>9</sup> Acronyms are as follows: Mass Balance (MB), Segregated (SG), Identity Preserved (IP), and Book and Claim (B&C).

<sup>10</sup> The most recent scorecard is from 2016.


<sup>16</sup> [https://mobil.wwf.de/fileadmin/fm-wwf/Publikationen-PDF/WWF-Palm-Oil-Scorecard-2017.pdf](https://mobil.wwf.de/fileadmin/fm-wwf/Publikationen-PDF/WWF-Palm-Oil-Scorecard-2017.pdf)

<sup>17</sup> [https://www.rspo.org/members/247/cremer-oleo-gmbh-amp-co-kg](https://www.rspo.org/members/247/cremer-oleo-gmbh-amp-co-kg)
<table>
<thead>
<tr>
<th>Company</th>
<th>Description</th>
<th>Status and other information</th>
<th>Notes</th>
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<tbody>
<tr>
<td><strong>Efeca</strong></td>
<td>Supplying customers with products. Headquartered in Hamburg. Opened a UK manufacturing site at Grays in Essex in 2017.</td>
<td>Some products already meet the requirements of IP and SG quality standards. Aim to provide 100% RSPO products by 2020.</td>
<td></td>
</tr>
<tr>
<td>Stepan</td>
<td>Global manufacturer of specialty and intermediate chemicals used in consumer products and industrial applications. One production site in UK.</td>
<td>Have achieved RSPO supply chain certification for nearly 80% of relevant sites, including all U.S. and European sites that handle palm oil and palm kernel oil, and sites in the Philippines and Brazil. Certified under MB and can work with customers and distributors to offer certified products. Target 2020 for using 100% certified PKO and derivatives.</td>
<td>Current RSPO member.Submitted ACOP reports 2012-16</td>
</tr>
<tr>
<td>Meade-King, Robinson and Co. Ltd.</td>
<td>Privately owned chemical distribution company providing distribution and storage solutions.</td>
<td>Target 2019 for full RSPO certification for all SC. 2024 for handling 100% RSPO material. No own brand. UK distributor of Palm Oleo’s PALMERA fatty acid. Palmera (owned by KLK Oleo) can provide MB or SG oil.</td>
<td>Current RSPO member. Submitted ACOP reports 2015-16</td>
</tr>
<tr>
<td>Innospec</td>
<td>Global specialty chemical company, with a focus on oil field chemicals, personal care, fragrance ingredients, home care and agrochemicals. One manufacturing site for personal care in UK.</td>
<td>All manufacturing facilities processing PO/PKO derivatives have been RSPO MB Supply Chain certified since 2015. Target 2020 for using 100% certified PKO and derivatives.</td>
<td>Current RSPO member. Submitted ACOP reports 2012-16</td>
</tr>
<tr>
<td>Nimac</td>
<td>Privately owned specialty chemicals distributor in UK.</td>
<td>No environmental or CSPO policy.</td>
<td>n/a</td>
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25 [http://www.nimac LTD.co.uk/environment](http://www.nimac LTD.co.uk/environment)
<table>
<thead>
<tr>
<th>Cleaning Product Manufacturers</th>
<th>Description</th>
<th>CSPO Policy</th>
<th>RSPO Member/ RSPO ACOP</th>
<th>WWF Scorecard</th>
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<tbody>
<tr>
<td><strong>P&amp;G</strong>&lt;sup&gt;27&lt;/sup&gt;</td>
<td>Leading consumer product manufacturer, owner of multiple consumer brands. 127,000 employees working in 80 countries worldwide. Three manufacturing sites in the UK.</td>
<td>100% certified PO and PKO derivatives via GreenPalm Certificates and MB since FY13/14. Since January 2016, majority of derivatives has been MB certified. Will source 100% SG palm oil and by 2018 vs. earlier plan of 2020 and buy MB to cover the volume which is not SG certified&lt;sup&gt;a&lt;/sup&gt;.</td>
<td>Current RSPO member. Submitted ACOP reports 2010-16</td>
<td>7 out of 9 points&lt;sup&gt;29&lt;/sup&gt;</td>
</tr>
<tr>
<td><strong>Reckitt Benckiser</strong>&lt;sup&gt;30&lt;/sup&gt;</td>
<td>Leading manufacturer of household cleaning and health &amp; personal care products. Employ 23,000 people, with sales in 180 countries and more than 40 manufacturing facilities worldwide. HQ in UK.</td>
<td>Bought GreenPalm certificates to cover all palm purchases for 2014 and 2015. In 2016, decided to support TFT’s new smallholder farmer programmes, and only partially covered palm oil volumes with GreenPalm certificates. Target for 100% physical RSPO by 2020&lt;sup&gt;b&lt;/sup&gt;.</td>
<td>Current RSPO member. Submitted ACOP reports 2010-16</td>
<td>9 out of 9 on WWF scorecard&lt;sup&gt;32&lt;/sup&gt;</td>
</tr>
<tr>
<td><strong>Robert McBride</strong>&lt;sup&gt;33&lt;/sup&gt;</td>
<td>Leading provider of Private Label Household and Personal care products to retailers throughout Europe and beyond.</td>
<td>Have purchased GreenPalm certificates since 2014. Adopted a MB approach in 2013 for some customers and will continue to purchase GreenPalm certificates where MB cannot be obtained. Target for 100% RSPO certified and 100% physical by 2025. Have already implemented a system to identify where PO/PKO is used as derivatives in ingredients at some manufacturing facilities and in 2015 started a project to standardise this process across the group with aim to complete in 2017. Following the successful RSPO accreditation of four manufacturing facilitates plan to expand upon the number of facilities accredited in line with customer requirements.&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Current RSPO member. Submitted ACOP reports 2014-16</td>
<td>n/a</td>
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<sup>29</sup> [https://palmoilscorecard.panda.org/check-the-scores/manufacturers](https://palmoilscorecard.panda.org/check-the-scores/manufacturers)

<sup>30</sup> [https://www.rb.com/responsibility/sourcing/](https://www.rb.com/responsibility/sourcing/)


<sup>32</sup> [http://palmoilscorecard.panda.org/check-the-scores/manufacturers/reckitt-benckiser](http://palmoilscorecard.panda.org/check-the-scores/manufacturers/reckitt-benckiser)

<sup>33</sup> [http://www.mcbride.co.uk/our-responsibilities/reports](http://www.mcbride.co.uk/our-responsibilities/reports)

SC Johnson\(^{35}\)  | One of the world's leading manufacturers of household cleaning products and products for home storage, hair care, pest control and shoe care. One production site UK. Based in the USA.  | Announced in 2011 that they will buy only CSPO by 2015. Source a mix of MB and B&C. Have placed non-sustainable palm oil on their restricted-use-material list for new uses and are working to eliminate the use of non-sustainable palm oil in SC Johnson products globally as new reformulations occur. Target for 100% RSPO own-brand by 2020. Target for 100% physical RSPO own-brand by 2020.\(^{36}\)  | Current RSPO member. Submitted ACOP reports 2010-15  | n/a  

Unilever  | Anglo-Dutch manufacturer of branded fast-moving consumer goods. Head Offices in London and Rotterdam. Operations in over 100 countries and sells products in over 150 countries. Manufacturing sites and research facilities in UK.  | From 2012-2015, all volumes were covered by a combination of RSPO SG and MB oils and GreenPalm certificates. By the end of 2014, 70% of the palm oil in supply chain was traceable to known mills. By the end of March 2015, all palm oil bought directly for its European Foods business was traceable to certified plantations. Revealed entire PO and PKO supply chain including mills in 2018. Target for purchasing 100% physical RSPO by 2019.\(^{37}\)  | Current RSPO member. Submitted ACOP reports 2010-16  | 9 out of 9 score.\(^{38}\)  

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### Personal Care Product Manufacturers

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<thead>
<tr>
<th>Company</th>
<th>Description</th>
<th>CSPO Policy</th>
<th>RSPO Member/RSPO ACOP</th>
<th>WWF Scorecard</th>
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<tbody>
<tr>
<td>Beiersdorf(^{39})</td>
<td>Global skincare manufacturer. HQ in Germany. One site in the UK.</td>
<td>In 2014, 100% of PO and PKO derivatives purchased were covered by GreenPalm certificates.(^{40}) In 2016 were awarded the RSPO Multi-Site SCCS certificate. By 2020, Beiersdorf intends to switch to SG or at least MB PKO and corresponding derivatives.</td>
<td>Current RSPO member. Submitted ACOP reports 2011-16</td>
<td>2017 Scorecard in Germany – 100% RSPO(^{41})</td>
</tr>
<tr>
<td>Colgate-Palmolive(^{42})</td>
<td>Leading global consumer products company, focused on Oral Care, Personal Care, Home Care and Pet Nutrition. Sells</td>
<td>In 2009, committed to purchasing PO and PKO exclusively from RSPO members and established a target date of 2015 for purchasing 100% CSPO. In 2016 did not reach 100%</td>
<td>Current RSPO member. Submitted ACOP reports</td>
<td>9 out of 9 score.(^{43})</td>
</tr>
</tbody>
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\(^{38}\) [http://palmoilsscorecard.panda.org/check-the-scores/manufacturers/unilever](http://palmoilsscorecard.panda.org/check-the-scores/manufacturers/unilever)  
\(^{41}\) [https://mobil.wwf.de/fileadmin/fm-wwf/Publikationen-PDF/WWF-Palm-Oil-Scorecard-2017.pdf](https://mobil.wwf.de/fileadmin/fm-wwf/Publikationen-PDF/WWF-Palm-Oil-Scorecard-2017.pdf)  
<table>
<thead>
<tr>
<th>Company</th>
<th>Products and Import Information</th>
<th>RSPO Certification Details</th>
<th>Timeline</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>P&amp;G</td>
<td>See above</td>
<td>RSPO certified due to lack of availability of PKO certificates. Expect to buy 100% physical RSPO by 2020.</td>
<td>2011-16</td>
<td></td>
</tr>
<tr>
<td>Unilever</td>
<td>See above</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>L’Oreal&lt;sup&gt;45&lt;/sup&gt;</td>
<td>Cosmetics company with a portfolio of 34 international brands, sold in 140 countries. No UK manufacturing site but major importer of finished goods. Since 2010, direct purchases of PO have been purchased according to the RSPO SG model. Since 2012, GreenPalm certificates have been purchased to cover PO derivatives. Since 2013, have been covering more PO/PKO needs under the RSPO MB model to reach around 34.4% in 2016. Target for 100% physical RSPO by 2020.</td>
<td>Current RSPO member. Submitted ACOP reports 2010-16</td>
<td>8 out of 9 points.&lt;sup&gt;47&lt;/sup&gt;</td>
<td></td>
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<tr>
<td>PZ Cussons&lt;sup&gt;48&lt;/sup&gt;</td>
<td>Market and distribute leading brands across a range of categories including soaps, skincare, hair care, baby care, detergents, dish washing, medicaments, food and nutrition and electrical goods. HQ in UK, one production site UK. Have issued the PZ Palm Oil Promise, which includes a commitment to traceability working together with their joint venture partner Wilmar International (but no target date). In the meantime, procured GreenPalm certificates to help offset the PO used in their UK, Australian and Polish soap products. Target for 100% RSPO in own brand products, and 100% physical RSPO in own brand products by 2023.&lt;sup&gt;49&lt;/sup&gt;</td>
<td>Current RSPO member. Submitted ACOP reports 2011-16</td>
<td>n/a</td>
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### 4. Next Steps

In summary, many of the key players in the oleochemical sector have set clear timelines to achieve certified sustainable physical flows for the home and personal care industry, with many companies committing to source 100% physical RSPO certified materials in the near future. Companies appear to be overcoming difficulties in sourcing and supplying certified material, often beginning with Mass Balance oils as an entry point. Many retailers have CSPO targets in line with the Consumer Goods Forum Sustainable Palm Sourcing Guidelines (published in 2015), which is helping to drive momentum. It should be noted though that only 19% of global

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<sup>44</sup> [http://palmoilsscorecard.panda.org/check-the-scores/manufacturers/colgate-palmolive](http://palmoilsscorecard.panda.org/check-the-scores/manufacturers/colgate-palmolive)


<sup>47</sup> [http://palmoilsscorecard.panda.org/check-the-scores/manufacturers/loreal](http://palmoilsscorecard.panda.org/check-the-scores/manufacturers/loreal)


palm oil production is RSPO certified. Therefore, continuing to drive demand for certified oleochemical ingredients is important in increasing certified supply overall.

Some retailers may require more simple information on the availability of sustainable options from manufacturers, in order to drive uptake. To incentivise further sustainable consumption by consumers, retailers can also provide clear labelling on products.

As the UK nears the Amsterdam Commitment 2020 deadline for 100% sustainable sourcing of deforestation commodities, it is important to continue to drive change in the sector, and also celebrate the successes of many of the key players in this area.

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50 [https://rspo.org/about/impacts](https://rspo.org/about/impacts)