



# Annual Report 2024



**25th Anniversary**



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# Chairman's letter

Eric Bouchet



I've been lucky enough to chair Earthworm Foundation for the last 6 years—having joined when the name Earthworm was still in limbo. Through its many ups and downs in these years, Earthworm's mission to create a world where people and nature thrive in harmony has only grown stronger.

2024 marked a very special year for Earthworm Foundation. This year, we celebrated our 25th anniversary, a particularly commendable feat during a time where nothing is fully set in stone. With circumstances that are everchanging, prompting us to adapt regardless of what's thrown our way, we are proud as board members to be part of this team comprised of individuals who are nothing short of inspiring.

For a quarter century, we've worked for the world's forests, for them to keep playing their vital role in biodiversity, climate regulation, and the livelihoods of countless communities. The scale of our mission expanded to regenerating forests and soils in the last few years.

Soil has the power to bring people together. By taking proactive measures to maintain its health, we can collectively restore balance back to nature. Our regenerative agriculture initiatives have been a fundamental component in helping soils revitalisation, a central pillar to all agricultural and food systems. At the same time, we've steadily accelerated our agroforestry programme and continued building joint initiatives with supply chains in key landscapes alongside our broad range of partners.

Together with farmers, suppliers, governments, companies and scientists, we've co-created models and piloted various projects designed to address both the technical and financial challenges faced by farmers in their transition towards regenerative agriculture. Today, with our partners, we have more than 100,000 hectares under regenerative practices across 15 countries.

Earthworm has continued to derive our strength from our collaborations. This shift towards regeneration is exemplified in our involvement in TRANSITIONS, a project tailored to support farmers based on the context they work in. Farmers will work with technical advisors to formulate

customised action plans in order to boost their farm's performance across key areas and improve its agronomic indicators, by which they will be compensated according to their rate of progression. Built on the work that we and other involving partners have been doing to date on soil and agriculture, this agronomic framework aims to impact 1000 farmers in the next three years, with aspirations of expansion in the future. As of this year, 420 farmer-cooperatives have already committed themselves to the programme.

With no one-size-fits-all solution, Earthworm has been staunch in our belief of taking a systems-wide approach, anchored by a humanist outlook. This convergence between business, science, and nature—nurtured through cross-sector collaborations—has allowed our partners, in the fields and in boardrooms, to create pathways to change in a way that not only impacts the individual but also the environment and their community at large.

Looking ahead, we remain headstrong in our commitment to positively impact the relationship between people and nature. As we continue to explore new frontiers in sustainability, we recognise that the future is something that is as uncertain as it is full of possibilities. With your unwavering support, we are confident that lasting change for our planet and generations to come will not just be an aspiration within reach, but something that is concretely achievable.

I would like to express my utmost gratitude for your belief in our mission. To our fellow friends and supporters, together, we are creating change.

With deepest appreciation,  
Eric Bouchet

# Our values

Our values are our greatest asset. They guide us forward and serve as the cornerstone as we interact with businesses, stakeholders and our peers. It is no coincidence that our first step to engage people in our work always puts values at the centre of the conversation.



## COMPASSION

Our work is, above all, with people. And to connect with people, it is crucial that we are able to see their perspectives and understand their feelings towards an issue. The chaotic nature of our work also requires us to be compassionate towards ourselves and our peers so that we may not compromise our own values.

## COURAGE

Courage for us is about being bold and trusting. It is about facing the unknown or the tension while trusting ourselves and others to be able to overcome it.

## HUMILITY

We strive to make humility a trademark of everything we do – we do not boast about our achievements, we share them so that others may benefit; we do not claim to have all the answers, we open up to others to work on solutions; We do not see ourselves as morally superior, we merely share our truths and hope to inspire.

## TRUTH

To carry our mission forward, we must be able to face the truth, open ourselves to accepting it, and speak from that place, especially when it goes against the consensus.

## RESPECT

All our interactions with peers, stakeholders, and ourselves are grounded in respect – respect of perspectives, dignity, and boundaries.

Values at  
the center of  
conversations

# Earthworm Turns 25



Earthworm Foundation's story officially began on the 25th of March 1999, when our founder, Scott Poynton, earned us our very first set of membership applicants. At that point in time, Earthworm—then known as the Tropical Forest Trust (TFT)—had a clear mission; we wanted to trace supply chains back to the forest and help companies get certified by the Forest Stewardship Council (FSC), a coveted badge for sustainable forestry, which promotes environmentally sound, socially beneficial, and economically viable management of the world's forests.



Scott Poynton

Our shift from the TFT brand to Earthworm occurred gradually, as we steadily realised the need to expand our scope and approach to sustainability. Over time, we started setting our sights on what would be next. The world was rapidly changing with each calendar year and a shift in focus was required of us in order to provide adequate support to protect the key habitats and forests in our project areas. We needed a renewed approach to responsible stewardship of the Earth's natural resources, one that went beyond certification.

Thus, certification became one of many milestones on our journey with our partners. Earthworm still aids companies to adhere to global certification schemes like the FSC and the RSPO (Roundtable for Sustainable Palm Oil) standards, which sets a critical benchmark for companies and ensures consumers that they are purchasing products harvested from certified and well managed forests, free from deforestation and the destruction of local and indigenous communities.

On the other hand, we needed innovation and collaboration to deal with the challenges which

persisted even with the acquisition of these certificates. With the support of our partners, we have developed and implemented new processes in our landscape projects such as the High Conservation Value (HCV)/High Carbon Stock (HCS) approach, which identifies communities and ecosystems in need of conservation. One critical way this tool has been utilised is in its role to support businesses live up to their No Deforestation, No Peat, and No Exploitation (NDPE) commitments. In 2024, 166 companies have implemented NDPE policies in their operations, with over 70% of the global palm oil industry covered by NDPE pledges through Earthworm's membership.

Transformation, however, could not remain exclusive to specific industries and treated as isolated cases. Whether it's the coastal forests in British Columbia, Canada or the sunny rubber plantations in Thailand's Surat Thani province, if businesses wanted to have long-term impact on their sourcing regions, they would have to take on a holistic perspective, working in an integrated manner by collaborating with key stakeholders from the private and public



sectors, farmers associations, and civil society in each landscape. To achieve this, Earthworm had to look outside of our familiar context—instead, we had to open ourselves up to entirely new ecosystems with opportunities to enact change waiting at every corner.

Our teams from across the globe began dedicating themselves to fulfilling this mission and facilitating these important exchanges, by working with people along the supply chain to solve environmental and social issues, focusing on forests, soils and human rights. Fast forward to where we are now—the list of commodities we cover is growing by the year, our work spans more hectares, and our thriving community shows no signs of stopping.

Like any other year, 2024 was one of reflection. However, it was not all about the past but rather understanding how it informs our present and future. The closer we worked with people who came from all walks of life, the more apparent our connection with Earth became. Vulnerable forests can be traced back to vulnerable communities. Earthworm puts farmers

and workers in their rightful position at the heart of the supply chain and use their knowledge to help agriculture adapt to changing climates and better coexist with fragile ecosystems. What we've learnt by doing so is that change, as exhibited throughout our history, has always begun with people.

One of the areas to become a top priority for us was labour rights, as companies discovered how an empowered and motivated workforce translates into increased efficiency and output. Earthworm's close partnership with Malaysia's Ministry of Human Resources (MOHR) and the Ministry of Plantation and Commodities (MOPC) resulted in the birth of the [Get It Right](#) initiative, which advocated for local businesses to be better situated to comply with the regulatory requirements of the Malaysian National Action Plan on Forced Labour (NAPFL) 2021-2025. Today, 94 companies have adopted good labour policies to protect workers' rights across regions, with approximately 12,890 workers being impacted by the implementation of labour transformation programme.

At the root of our organisation are core values which have been passed down through generations, transcending languages, cultures and geographic boundaries. Scott had found inspiration as a young forester during his brief experience in a university-funded forestry project in Nepal, where he learned from locals the invaluable lesson of how to be in tune with the world around him. By paying close attention, learning how to empathise and meet in the middle, the experience kickstarted a chain reaction where those very same values would one day encourage a new set of changemakers for generations to come.

From the establishment of our Centre of Social Excellence (CSE) training programme in countries like Brazil and Guinea to the Village Loan Savings Association (VSLA) set up to enhance financial opportunities and resources for women in our African landscape projects; the connective thread between these different breakthroughs is the direct and indirect choices made by people to help uplift one another, be it through wisdom, consultancy or technical support.

**Truth, Compassion, Courage, Humility, and Respect**—these are the five core values which make up Earthworm's DNA as an organisation. They are also the attributes that can be found in the individuals and groups who we have proudly worked alongside since our start back in March of 1999. Their involvement in this journey towards reviving key landscapes to ensure its habitability for future generations has been imperative in how we measure our success. Without them, Earthworm as we know it would cease to exist.

Who we are today is not solely defined by our achievements or even by the times where we've stumbled. We believe that true growth is measured by exhibiting a willingness to dive into the unknown and take risks, even when success isn't guaranteed—and it is that viewpoint which has helped us adapt to the changes that have unfolded across industries and regions during the last quarter century.



We would like to celebrate this incredible milestone with our friends and supporters who have stayed by our side thus far. Pioneers in your own right, let's approach these next 25 years as we did the last, and uncover what opportunities for meaningful change awaits us, one step at a time.



# 2024 at a glance

## News



### The Transformative Power Of Green Jobs As Seen In 3M's "Green Works" Docuseries

Earthworm Foundation supported the global launch of 3M's docuseries, "Green Works", which premiered at the 2024 Fast Company Innovation Festival as part of New York Climate Week. In the series, audiences were taken across the globe, as they followed the inspirational journeys of five individuals as they tackle climate challenges through green jobs—demonstrating these roles' impact on creating a sustainable future. Among the individuals featured was Dov Rosenmann, Earthworm Foundation's Country Representative from Brazil, whose story shed light on the importance of sustainable practices in driving positive change for people and nature. One of the programme highlighted by Dov was the [Centre of Social Excellence \(CSE\)](#) in Brazil, an initiative which aims to bring forestry, pulp and paper companies and communities together to discuss better ways to foster coexistence, generate impactful projects, and build industry capacity on social management best practices. 3M has supported Earthworm since the inception of CSE Brazil in 2018 as part of their commitment to achieve positive impact within their sourcing regions.

### Core Criteria For Mature Landscape Initiatives—A Collective Action Paper

Earthworm Foundation was one of 20 leading landscape practitioner organisations to contribute to the [Core Criteria for Mature Landscape Initiatives](#), a collective action paper formulated by key stakeholders outlining the four core criteria and accompanying sub-criteria of a mature landscape. When looking to achieve long-term sustainability impacts at a landscape scale, the alignment of interests and priorities of stakeholders including local governments, communities, market actors and practitioners around collective goals and actions is integral. In addition to the inclusion of a roadmap intended to improve the effectiveness of new and existing landscape initiatives, the criteria also outlined strategic measures that can be taken to assess the maturity of these initiatives to ensure the delivery of more durable sustainability impacts in different landscapes. As is indicative through this collaboration, increased dialogue and collective effort between a diverse group of actors is an encouraging step towards actualising climate positive outcomes.





## Nurturing Nature: The Role Of Youth In Earthworm’s Human-Elephant Coexistence (HEC) Efforts In Sabah, Malaysia

In conjunction with World Elephant Day, the Sabah Wildlife Department (SWD), KLK Sawit Nusantara Sdn Bhd (KSN) together with Earthworm Foundation organised a celebration, which saw over five hundred community members, students and children in attendance alongside various stakeholders. The day of celebration served as an opportunity for the organisers to strengthen their conservation efforts of achieving harmonious coexistence between humans and elephants, where several educational and awareness-raising activities were carried out. One of the focal points in this partnership has been youth empowerment, where younger people are encouraged to participate in the management of the human-elephant relationship within their respective communities. The youth’s involvement is crucial for fostering long-term coexistence between the two species as they inherit the responsibilities of the older generations and are positioned to contribute to the development and implementation of sustainable solutions tackling HEC. Following the successful model launched by SWD in Sandakan, an inauguration ceremony was held during the event where students from Labuk Subur National School (SK Labuk Subur) were awarded the title of Wildlife Junior Ranger, where they pledged to help protect the environment. Earthworm’s efforts in cultivating interest and fostering the skills of the youth to help support sustainable coexistence between elephants and local communities dates back to 2017, where they played an active role in the establishment of the 7Team, a youth ranger group trained to monitor and provide long-term protection to the region’s biodiversity by conducting regular patrolling in the area.

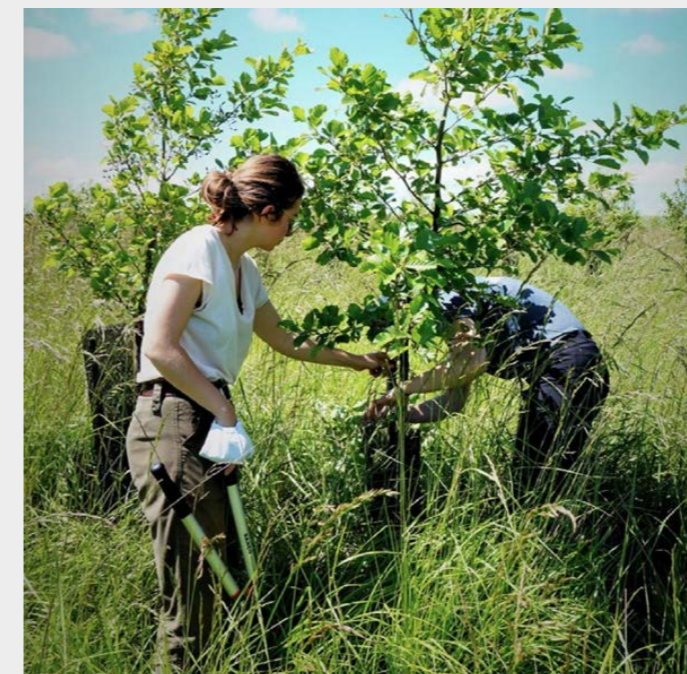
## Earthworm Foundation Teams Up With Swiss Refiners To Empower Artisanal Miners In New Guidelines

Earthworm Foundation alongside Swiss refiners, Argor-Heraeus SA, Metalor Technologies SA, and PX Précinox S.A, released a set of guidelines and tools to promote responsible artisanal and small-scale mining (ASM) gold sourcing practices. Unveiled at the Sustainability & Responsible Sourcing Forum—part of the Global Precious Metals Conference in Miami organised by London Bullion Market Association (LBMA) and London Platinum and Palladium Market (LPPM)—the guideline was designed to address the environmental and social challenges of the ASM sector, which employs between 15 to 20 million people globally, producing approximately 20% of newly mined gold, often under informal and harmful conditions. This comprehensive framework equips key industry players such as processing plants with the right tools and resources to create a transparent system which ensures accountability, promotes sustainability and secures better livelihood for miners and their communities. Some of Earthworm’s contributions through the launch includes a [Guideline for Responsible Artisanal Small-Scale Mining \(ASM\) Sourcing from Processing Plants, two Technical Guidelines and a Risk Assessment Tool](#) for gold processing plants working with ASM.



## Transitioning To Regenerative Agriculture –Earthworm’s “Living Soils” Project Reaches Switzerland

Since advancing our Living Soils initiative into Switzerland in 2024, Earthworm has worked with groups of dedicated farmers to explore regenerative agriculture in the Coop supply chain with the support of market leaders such as Eisberg and Hilcona AG. Introduced in 2018, the [Living Soils](#) project was created with the purpose of addressing climate challenges, enhancing biodiversity and safeguarding water quality by improving soil health. The idea was to increase the adoption of agricultural, business, and investment practices that would enable a move toward “living soils”—and more broadly, toward regenerative agriculture. With the support of Pictet Group Foundation, the Coop Sustainability Fund, and our technical partners, we’ve developed tailored strategies and indicators for the Swiss ecosystem over the past year. To celebrate World Soils Day, our partners gathered together for a field training day, participating in activities conducted by several pilot farmers, reinforcing the idea of collective action and its importance when looking to shape a sustainable future. Currently, we are working with six vegetable and salad growers in the cantons of Geneva, Solothurn, Zurich, St. Gallen, Thurgau and Ticino to help them adopt more regenerative practices while minimising financial risks.



## A Sustainable Model For Cocoa Farming In The Dominican Republic

Coordinated between Earthworm Foundation and the CIRAD (French Agricultural Research Centre for International Development), the [Cacao Forest](#) project was launched in 2016 with the support of a group of French chocolatiers, researchers, along with the French Development Agency and the Terra Isara endowment fund. This collaborative endeavour was set with an objective to revitalize the Dominican cocoa farming sector—a critical source of income for many rural families—through the implementation of innovative agroforestry practices. Although formally concluding in 2023, the project’s legacy continues to live on. One of the positive outcomes to come out of the project has been the kickstarting of the National Agroforestry Rehabilitation Programme for Dominican Cocoa Plantations (PRACAO), an ambitious project built on the models developed by Cacao Forest. With plans of implementation by 2025, the project is looking to scale up and expand their reach to more farmers over a 12-year period, which will see 172,000 hectares of Dominican plantations being rehabilitated. It will also focus on enhancing market access for associated crops, further diversifying farmers’ household income, and continuing the training and support efforts initiated by Cacao Forest, providing farmers with the necessary skills to apply and maintain sustainable agroforestry systems.





## The Power Of Collaboration In Building A More Sustainable Riau

As one of Indonesia's leading palm oil producing provinces, the progress seen through Earthworm Foundation's work in the Riau landscape has stemmed from the dedicated partnerships formed between Earthworm and companies, supply chain actors, communities, NGOs, and local government bodies—aligned in their interests to reshape the landscape and empower communities. Using the participatory land use planning (PLUP) as the foundation for sustainable change, Earthworm and its partners have joined forces to support farmers and community leaders in local villages including Batu Sasak, Mak Teduh and Kerumutan, where different initiatives have taken root to strengthen local livelihoods and create more sustainable, long-term sources of income. From developing ecotourism potential, to supporting gambier production, to practising intercropping, the efforts made thus far have not only optimised the villages' potential, they're also indicative of a positive step toward independence and sustainability for the participating community members. The support from brands and companies such as Nestlé, Reckitt, PZ Cussons, APRIL, Colgate-Palmolive, Givaudan, and Target, alongside Walmart Foundation, has been instrumental in advancing these efforts of creating replicable cases for holistic change across the landscape. The development seen in these villages illustrates the transformative potential of integrated sustainability efforts, demonstrating how both people and nature can thrive when conservation, land management, and economic growth are aligned.

## Building A Sustainable Shrimp Supply Chain: Improving Workplace Wellness And Upholding Workers' Rights

In 2020, Earthworm Foundation, the sustainable seafood advocacy programme, Mr. Goodfish, French shrimp traders (Eurotrade, SN Trading), cookers (Labeyrie Fine Foods, Unima, Capitaine Houat) and retailers (Auchan, Casino, Coopérative U, Les Mousquetaires, Metro) formed a partnership, brought together by a shared goal: to address the challenges found in the shrimp supply chain, with a specific focus on Ecuador. As the world's top shrimp exporter, shipping 1.21 million metric tons in 2023 alone, Ecuador is also the leading shrimp-producing country for the French market. One element to Earthworm's engagement with Ecuador's shrimp industry to advance social and environmental responsibility includes re-examining key challenges found within the industry, including the violation of labour and human rights. Today, the partners are looking to advance their engagement with the Ecuadorian and the broader Latin American shrimp market into being part of this supply-chain initiative. One such way has been through the development of a self-assessment tool for third-party shrimp farmers that supply the processing plants involved in the initiatives. To catalyse broader improvements across the industry, some other key focuses have been placed on updating our code of conduct with science-based density recommendations, exploring more sustainable alternatives to feed ingredients and improving shrimp's well-being across all production stages.

# Partnerships

## Earthworm Foundation And Nature-Based Insights Partner To Accelerate Corporate Nature And Climate Commitment Journey

In a strategic partnership toward strengthening corporate commitments to nature and climate, Earthworm Foundation and Nature-based Insights (Nbi) have joined forces to combine their expertise by offering support to businesses who have set ambitious net-zero targets, aiming to offset their greenhouse gas emissions, but have struggled to implement actionable interventions on the ground. A data driven approach propelled by an interdisciplinary perspective is essential for making informed decisions that are net-zero aligned, ecologically sound and socially just. This partnership offers a strong framework for corporations to address nature loss and climate change whilst simultaneously showing their support for local communities in the landscapes they depend on. One such example of this partnership in action is the collaboration with Reckitt, a leading consumer goods company home to a number of trusted hygiene, health and nutritional brands. The partners are working together to ground-truth metrics relating to the implementation of Nature-based Solutions (Nbs) co-designed with stakeholders in Thailand for rubber and latex, as well as for palm oil in Malaysia and Indonesia. A positive impact to have already come out of this partnership is the increase of collaborative efforts with local actors, contributing to global platforms such as the Consumer Goods Forum (CGF) to adopt Nbs.



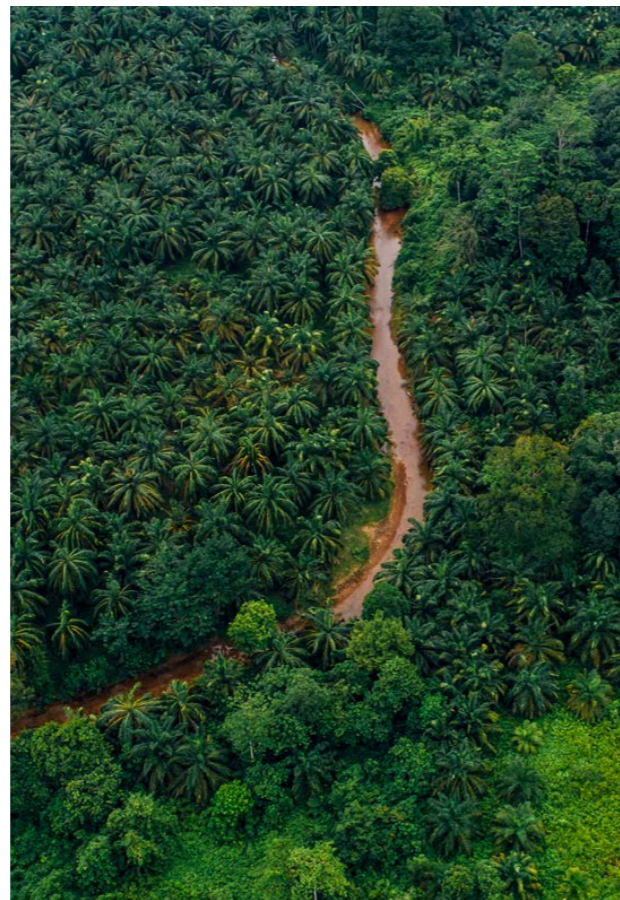
## Tackling Imported Deforestation: Earthworm Foundation And Louis Dreyfus Company Collaborate To Ensure Responsible Soy Sourcing

Earthworm Foundation and Louis Dreyfus Company (LDC) have partnered to ensure responsible sourcing across the soy supply chain. Beginning in 2023, this groundbreaking collaboration has aimed to import Brazilian soybean meal to France over a one-year period—verified according to the [Zero Deforestation and Conversion \(ZDC\)](#) methodology—equivalent to 30% of LDC imports in France. Developed by Earthworm, the ZDC methodology ensures that the imported soy is not linked to legal or illegal deforestation, nor would they be associated with the conversion of natural ecosystems. The partners are making ZDC-verified soybean meal readily available in the French market for livestock and feed suppliers as part of their efforts to reduce the existing environmental and social impacts posed by the unregulated practices taking place from production all the way down to retail consumption. In 2020, Earthworm Foundation joined market players to coordinate the [French Soy Manifesto](#), an initiative to bring together all stakeholders in the soy supply chain around concrete commitments to achieve 100% soy sourcing. Recognised by signatories of the Manifesto, the ZDC methodology allows for the importing of soy into the country, so long as it meets the expectations outlined in France's [National Strategy to Combat Imported Deforestation \(SNDI\)](#). The implementation of such frameworks and tools functions as a means of putting an end to the import of unsustainable forest or agricultural products contributing to deforestation by 2030.

## Responsible Forest Management: A Joint Initiative Between Ahlstrom, 3M, Metsä Fiber And Earthworm Foundation

Specialising in fibre-based materials, with a focus on developing innovative and sustainable solutions across various industries, Ahlstrom deepened their relationship with partners Metsä Fibre, 3M, and Earthworm Foundation to showcase how enduring collaborative efforts remain at the crux of their work in supporting responsible forest management. This unique collaboration first began in 2019 and has since provided a space for the partners to routinely engage in dialogue with a broad spectrum of forest stakeholders, encompassing both the public and private sector, government bodies and civil society representatives. By teaming up, the partners are able to establish common sustainability objectives pertaining to

responsible wood sourcing by carrying out careful evaluations on the impact wood procurement practices have had on local indigenous people. This collaboration holds the potential to enhance carbon storage capacity and restore biodiversity whilst ensuring that the rights of indigenous people residing in and protecting the forest landscapes are respected and uncompromised. Over the last few years, Earthworm has supported their collaborators' aspirations of accelerating better environmental outcomes in the packaging supply chain, tarding in the Kainuu region in Eastern Finland with plans of expanding their reach to demonstrate the positive value of the supply chain in driving transformation.



## Alianza Team, AAK, And FrieslandCampina—Starling's Growing Network of Partners

Active in 30+ countries across the globe, the Starling solution—an innovative satellite monitoring tool co-developed between Airbus and Earthworm Foundation—continued to expand

its network of partners since it first launched eight years ago. By transforming raw data into useful and actionable insights, Starling has helped numerous companies advance their no-deforestation and net-zero targets. Alianza Team, a food and beverage multinational operating within the Latin America region, is one of the most recent supporters of the geospatial solution, joining a roster of companies leveraging the information gathered via Starling's technologies to assess the existing circumstances as well as the potential risks tied to forest and peatland conversion practices in both their current and future palm oil supply chain. As over 70% of tropical deforestation can be traced back to the production of commodities such as palm oil, cocoa, soy and pulp and paper, it is imperative for corporations to ensure that its sourcing, production and financial investment does not cause or contribute to gross conversions of natural ecosystems. Other companies to have started their journey with Starling this year include FrieslandCampina, one of the world's largest dairy co-operatives, and AAK, a Sweden-based company and a leading global supplier of vegetable oils and fats. Their respective efforts positively contribute to a larger movement of building more resilient supply chains that protect critical ecosystems and support sustainable practices. Additionally, the Starling solution was also featured in a [documentary](#) broadcasted on RTS (Radio Télévision Suisse) which drew a link between the growing concerns of deforestation with cultivation in the cocoa supply chain.

## Swiss Agriculture Accelerates Carbon Footprint Reduction with AgrolImpact

The founding members of the [AgrolImpact association](#), including the Chambers of Agriculture in the Romandy region, WWF Switzerland, Earthworm Foundation and Nestlé, along with the Canton of Vaud, announced the creation of a unique intersectoral alliance aimed to support Swiss agriculture in its climate transition. Now fully operational with a premium system, 183 farmers have already signed up for a carbon assessment, with 12 new members having joined the association. AgrolImpact offers volunteer farms with a detailed analysis of their emissions and the carbon storage capacity in their soil, allowing them to accurately determine the total footprint of their agricultural land. Based on this

comprehensive carbon assessment, and with the support of the association, farmers can proceed to implement a personalized action plan to reduce their climate footprint. These strategies have led to carbon footprint reductions of up to 103%, in which some farms are absorbing more carbon than they emit. AgrolImpact's rigorous scientific methodology is based on the [Intergovernmental Panel on Climate Change \(IPCC\)](#) standards and the requirements of the [Science Based Target Initiative \(SBTI\)](#), both of which provide a guide for governments at all levels to estimate their greenhouse gas emission rates and develop stronger climate policies.

## Expanding The Sustainable Living Village (SLV) Programme In East Kutai, Kalimantan

The [Sustainable Living Village \(SLV\)](#) programme officially launched in East Kutai, Kalimantan in September of 2024, a significant milestone in the collaborative efforts between Apical, a leading vegetable oil processor and Indonesia's largest exporter of palm oil, Earthworm Foundation and the East Kutai District Government. Known for its rich biodiversity and historical significance in palm oil production, this five-year programme will start its roll out across the villages in East Kutai; Tepian Indah, Tepian Langsat, and Tepian Makmur—home to over 16,200 community members. Through the programme, smallholders are empowered to adopt Good Agricultural Practices (GAP) and Best Management Practices (BPM) for sustainable palm oil cultivation, where they will receive training on various topics from Earthworm's field teams, addressing concerns related to soil management, pest control, harvesting and pruning. Moreover, the programme will also support them in securing government funding and obtaining essential certifications such as the Cultivation Registration Certificate (STDB), which is crucial for legal compliance, the Indonesian Sustainable Palm Oil (ISPO) and Roundtable on Sustainable Palm Oil (RSPO) certifications.



The SLV programme is committed to supporting 30 villages by 2030; Apical and its partners are looking to train 500 farmers, providing them with the tools and support they need to enhance their yields and livelihood in a sustainable and environmentally conscious manner. On top of empowering farmers in the region, this initiative will also strengthen the local economy and embed the principles of sustainability into the daily lives of the villagers.

# How We Measure Our Impact

As an impact-driven organisation, Earthworm Foundation aims to catalyse systemic change and drive meaningful transformation by addressing pressing social and environmental challenges. Our ambition is to continuously maximise our impact on both People and Nature across the different regions where we operate, building on the experience we've gathered after 25 years of service.

In 2024, we took a strategic step forward in strengthening how we track and demonstrate our impact. A major breakthrough has been the evolution of how we define and measure impact through Earthworm Foundation's Global Impact Framework (GIF). Supported by digital tools for data collection, analysis and visualisation, the framework helps us strengthen our commitment to transparency, reliability, and better evidence-based decision making. Roll-out has started in various Earthworm projects in Asia, Africa and Latin America.

Our impact measurement ensures that the rich, descriptive stories of change from the field are better integrated into a comprehensive system that provides a clearer, more holistic view of our progress. Through the GIF and supported digital tools like the Activity Tracker and Results Dashboard, we are creating space to focus on collecting accurate, verifiable, and consistent data directly from the field. This strengthens our ability to co-design and test solutions with farmers, workers, and supply chain partners—solutions that are context-specific, adaptable, and scalable. This evidence-based approach allows us to better connect practice with learning which helps Earthworm target its interventions where they are needed most and measure progress in a way that resonates with both local realities and global sustainability goals.



Accountability frameworks are vital; reputable companies and foundations use them to set internal targets, align with industry best practices, and define how their actions contribute to common goals. Engaging in continuous improvement is part of Earthworm's DNA,"

Dorit Kemter,  
Earthworm's Global Lead on Impact Strategy

# Earthworm Landscapes

The vision of the Landscapes programme is to create resilient landscapes where the stakeholders can successfully balance the production of commodities, forest conservation, sustainable livelihoods and welfare of people at scale. We approach landscapes holistically, starting at the roots of the supply chain and collaborating with both local and international partners to construct pathways for regenerating lives and nature, allowing for ideas, innovation and solutions to be developed and circulated.



## Aggregated progress data from the Landscapes portfolio



44

local communities, indigenous and/or traditional communities with improved fulfilment of their rights to self-determination.



16,592

farmers improving their resilience.



33,262

individuals with improved work and living conditions.



861,308 ha

of key ecosystems protected from conversion and degradation.



33,152 ha

of key ecosystems under restoration or with enhanced ecological values.



6,857 ha

of farmland under regeneration.



166

companies implementing 'No Deforestation, No Peat and No Exploitation'



74

companies with 'Traceability to Plantation'



94

companies that adopt good labour policies to protect workers' rights

\*Aggregated data (2021-2024) from **key "GIF" indicators**, part of the [Earthworm's Global Impact Framework](#) (GIF). Due to the recent initiation of landscape projects in **Brazil (Sorriso), Sweden, Finland, and Thailand**, progress figures from these locations have not yet been included in this year's report.

# Aceh, Indonesia

## Palm Oil



Aceh hosts the Leuser Ecosystem, which is home to orangutans, tigers, elephants, and rhinoceroses, as well as old-growth tropical forests and carbon sinks. Earthworm collaborates with consumer goods companies sourcing raw materials such as palm oil from the area to motivate suppliers to change their land use and support rural communities in finding alternative income sources.

“Generating profits was our only focus. The partnership with Earthworm made us incorporate sustainability principles into our daily work and improve workers’ safety and well-being. Clients are more eager to buy our products thanks to our enhanced reputation and continuous improvement.”

Representatives of PT Asdal Prima Lestari,  
PALM OIL producer



### Commodities

Palm Oil

### Size

1,116,103 ha

### Focus areas

- Aceh Singkil
- Subulussalam
- Aceh Selatan
- Aceh Tenggara

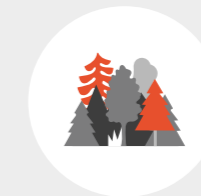
### Financial supporters

ADM Cares, Avril, Clariant, Clorox, Colgate, Fuji Oil, General Mills, Givaudan, Hershey's, Mars, Musim Mas, Nestlé, State Secretariat for Economic Affairs (SECO)

### Project partners

Subulussalam City Government, Aceh Singkil District Government, Aceh Selatan District Government, National Land Agency, Sadakata Farmers' Cooperative, Land College Aceh Singkil, Sultan Daulat Farming Technical High School, UNDP, Koltiva, Swisscontact, PT Asdal Prima Lestari, PT Laot Bangko, PT Nafasindo, PT Riztia Karya Mandiri, PT Bumi Daya Agrotamas, PT Bumi Daya Abadi, PT Samudera Sawit Nabati, PT Aceh Trumon Anugerah Kita.

### Progress 2024



10,072 ha

of forest protected inside concessions



26,224 ha

of forest protected by 5 village regulations



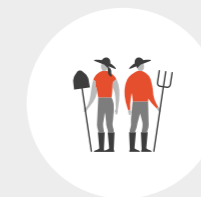
8 communities

with strengthened land tenure



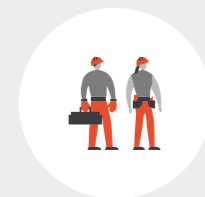
3 collective action plans implemented

to promote sustainability and prevent deforestation



1,273 farmers trained

in Good Agricultural Practices



2,248 workers

directly impacted with improved working conditions

# Riau, Indonesia

## Palm Oil, Pulp & Paper



Riau is a major producer of palm oil and paper, but its protected areas are still vulnerable to exploitation by industries and smallholders. Despite government efforts, it's essential for all parties to collaborate to ensure that production is sustainable. Earthworm plays a vital role in this effort by promoting responsible practices through collective action initiatives.

“Replanting old oil palm trees ensures long-term farmer livelihoods, but many farmers delay due to a 3-4 year fruitless period affecting income. Earthworm supported farmers with alternative incomes, resulting in 642 ha replanted in 2022 under the EF programme. Together with 6 cooperatives, EF identified corn as an ideal intercrop for intercropping with oil palm. Consequently, a farmer corporation was created to pilot corn farming. With a 67,000 USD investment, 30 ha of corn is expected to yield 135,000 - 225,000 USD through this alternative livelihood programme.”

Member of the Earthworm Team in Riau



### Commodities

Palm Oil, Pulp & Paper

### Size

8,297,525 ha

### Focus areas

- Bengkalis
- Siak
- Pelalawan
- Indragiri Hulu

### Financial supporters

APRIL, Colgate, Givaudan, LVMH, Nestlé, PZ Cussons, Reckitt, Target, Walmart Foundation

### Project partners

Bogor Agricultural Institute (IPB), High School Pangkalan Kuras, Indragiri Hulu District Government, Pelalawan District Government, Peranap Sub-District Government, PT Mitra Agung Swadaya, PT Muara Agro Lestari (Farmer Corporation), PT Petani Bumi Makmur (Farmer Corporation), PT Surya Bratasena, Siak District Government, Universitas Riau. More than 40 villages such as Surya Indah, Sialang Indah, Sidomukti, Harapan Jaya., Pundi Kavu. Pandan. Wangi, Pulau Muda, Teluk Meranti, Beringin, Indah, Air Hitam, Bagan Limau, Tasik Serai, Pelalawan, Bandar Jaya, Bencah Umbai, Lubuk, Umbut, Semelinang Tebing, Tasik Betung, and Dayun amongst many others.

### Progress 2024



**2 collective action plans**

implemented



**304,077 ha**

of forest areas protected by 6 village regulations



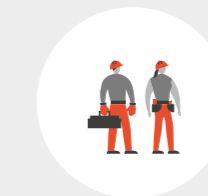
**3,769 farmers trained**

in Good Agricultural



**1,760 farmers**

facilitated in palm replanting



**14,000 workers**

were indirectly impacted through direct work with companies



**2 at-risk communities**

have developed effective conflict resolution systems

# Southern Central Forest Spine (SCFS), Malaysia

## Palm Oil



The group of forest complexes known as the Southern Central Forest Spine (SCFS) is host to critical wildlife corridors and flora and fauna species. Significant land conversion to palm oil plantations since the 1980s has resulted in a fragmented forest ecosystem and caused land- and workers-rights-related issues. We work closely with a diverse group of partners to address these pressing issues.

My indigenous community in Sg. Mok, Rompin, Pahang is closely tied to the land and workers rights related issues, especially since we are adjacent to the Rompin state park. We rely on the forest for sustenance and spiritual nourishment. To address these issues, our committee is documenting ancestral lands and exploring income sources such as ecotourism. Earthworm is helping us protect our land through community mapping, with efforts extending into 2023 for robust land planning.”

Indigenous Community Member



### Commodities

Palm Oil

### Size

1,631,842 ha

### Focus areas

- Pekan
- Rompin
- Kota Tinggi
- Mersing

### Financial supporters

AAK, Cargill, Clariant, Ferrero, FLORA, Fuji Oil, Givaudan, Hershey's, Nestlé, Olean, pladis, Target, Vandermoortele

### Project partners

IOI Group, Malaysian Palm Oil Board, Malaysian Palm Oil Certification Council, Management and Ecology of Malaysian Elephants (MEME), Ministry of Human Resources, Ministry of Plantation and Commodities, Malaysian Palm Oil – Green Conservation Foundation

### Progress 2024



35% of PO mills

are 100% traceable to plantations



95% of PO mills

have action plans to address NDPE



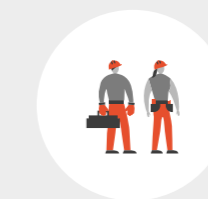
8,433 Ha

covered by the human-elephant co-existence programme



1,309 farmers

reached to improve their livelihoods



8,395 workers

engaged and impacted

# Sabah, Malaysia

## Palm Oil, Rubber



Sabah is home to many species, including Bornean Pygmy Elephants, Orangutans, and Rafflesia flowers. It also has a large area of oil palm plantations. Since 2011, Earthworm has been working in Sabah to address issues such as smallholder resilience, biodiversity conservation, and workers' welfare.

“Ending forced and child labour is urgent and can't solely rely on government agencies. Palm oil companies, trade unions, and civil societies must collaborate to meet our goals. Earthworm has teamed up with the Sabah Labour Department to enact the National Action Plan on Forced Labour, targeting child labor in Sabah's palm oil industry.”

Director of Sabah Labour Department



### Commodities

Palm Oil, Rubber, Forestry/Logging

### Size

2,340,949 ha

### Focus areas

- Beluran
- Kinabatangan
- Lahad Datu
- Telupid
- Tongod

### Financial supporters

ADM Cares, Clariant, Colgate, Givaudan, Groupe Rocher, IOI, KLK, Nestlé, Reckitt.

### Project partners

KLK Sawit Nusantara, Malaysian Palm Oil Board, Sabah Wildlife Department, Seratu Aatai, MEGES Nature Farm Enterprise, Agroviet Citra Trading

### Progress 2024



39% of PO mills

are 100% traceable to plantations



96% of PO mills

committed to time bound action plans to address NDPE issues



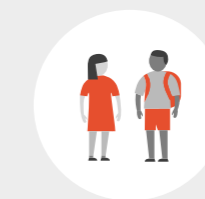
15,939 ha

of elephant ranging area is managed under a multi-stakeholder human-elephant coexistence programme



4,339 farmers

reached to improve resilience



1,564 children

indirectly benefitted from children in the plantation programme

# Cavally, Côte d'Ivoire

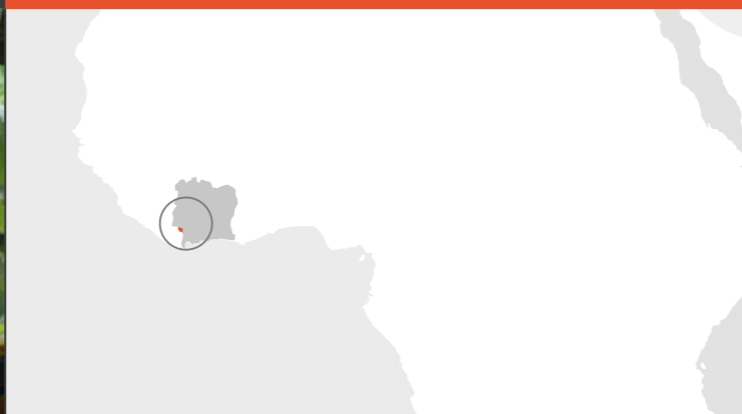
## Cocoa



The Cavally Forest Reserve covers an area of 67,541 ha and is home to endangered species such as chimpanzees and pygmy hippos. Our goal is to restore the Cavally Forest and its key habitats while also working to enhance the resilience of local farmers.

“During the final months of phase one, our top priority is to meet the planned targets for all objectives and collect data to measure and report on impact. We are also preparing for phase 2 of the project by meeting with several partners on the ground. In early 2023, a delegation from Touton visited our field activities. Our EF field team also met with Cocoa source and their cooperative, Ocean, to review progress and discuss future collaboration. Additionally, we have engaged with CHC (Cavally Rubber Company) to explore opportunities for working together in phase 2, as the extended scope includes rubber. Finally, the team from the DRCF (Regional Direction of Forest Cadaster) of the Ministry of Water and Forests conducted a visit to monitor and evaluate the Cavally project.”

Senior Manager at Earthworm



### Commodities

Cocoa

### Size

144,311 ha

### Focus areas

- Cavally region

### Financial supporters

Nestlé (a, b) Touton (b), Coocoasource (b), Barry Callebaut (b), Swiss Platform for Sustainable Cocoa (b), Swiss State Secretariat for Economic Affairs (b)

a: Phase I: June 2020 – June 2023

b: Phase II: June 2023 – June 2026

In September 2023, the Cavally forest's designation was updated to a natural forest reserve from its previous classification as a classified forest, prompting a change in the project's governmental partners to MINEDDTE and OIPR.

### Project partners

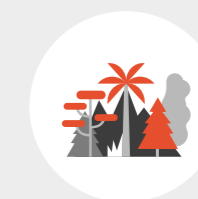
Ministère des Eaux et Forêts, SODEFOR Communities on the outskirts of the Cavally Forest Reserve, Cavally Regional Council, Sub-prefect of Zagné

### Progress 2024



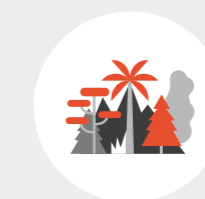
67,541 ha

of natural forest reserve actively monitored



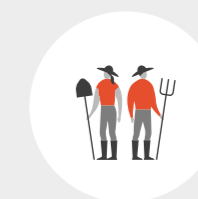
1,500 ha

under reforestation



7,184 ha

of natural regeneration estimated (significant reduction in intrusion into the forest)



1,976 farmers

with improved resilience (Phase I + Phase II)

# Soubré, Côte d'Ivoire

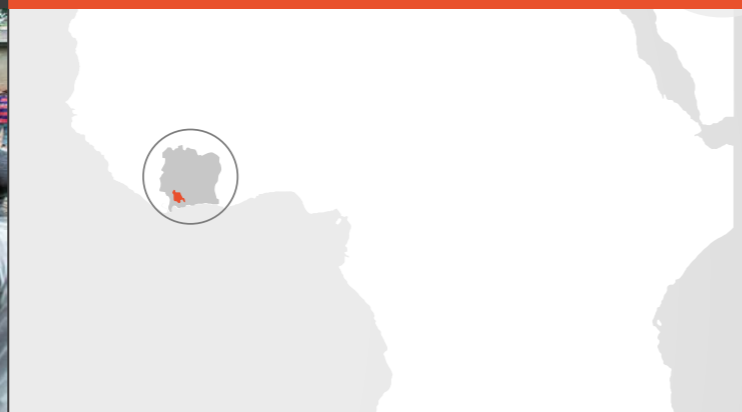
## Cocoa, Palm oil



Soubré is a key cocoa-producing region in Côte d'Ivoire. The region has several protected areas threatened by cocoa farmers, who rely on the land for income, due to poverty. Finding a balance between providing livelihoods for farmers and reducing pressure on forests is the main focus of our work in Soubré.

"I'm a farmer from Okrouyo in the Soubré Region. I had to renew my oil palm plot as it was no longer productive. Unfortunately, there's limited access to quality seedlings in our area. The National Center for Agronomic Research is located far away, and there's a high demand for their seedlings. Earthworm offered us the opportunity to register our interest and directly discuss with the National Center for Agronomic Research to help us get access to quality seeds. With their advice, I was able to replant 2 hectares of my plot, and over the next 4 years, I will continue to renew my entire plantation of 8 hectares."

Farmer from Okrouyo in the Soubré Region



### Commodities

Cocoa, Palm oil

### Size

977,565 ha

### Focus areas

- Nawa [Soubré, Méagui, Gueyo, Buyo]

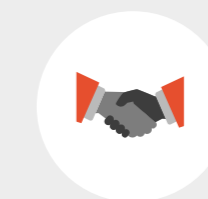
### Financial supporters

Pladis, Givaudan, Pro Fair Trade

### Project partners

SODEFOR, MINEF, UOC, Care, COOPAGRIS (cooperative), COOPALM (cooperative), GoryScoops (cooperative), CPAY (cooperative), ECASO (cooperative), UEPAO (cooperative), SCOPACI (cooperative), CNIBO (cooperative), SOCAGS (cooperative), COLOMBE IVOIRE.

### Progress 2024



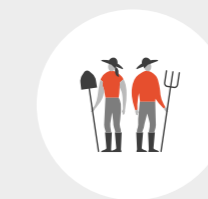
**8 MoU**

signed with cooperatives



**73 ha**

in degraded areas rehabilitated through agroforestry.



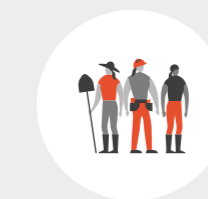
**4,956 farmers**

reached on increased farmers' resilience



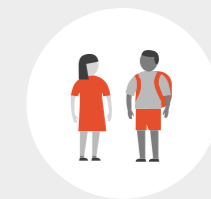
**4,550 farms**

mapped



**966 women**

have access to finance



**85 children**

protected with birth certificates

# Chiapas, Mexico

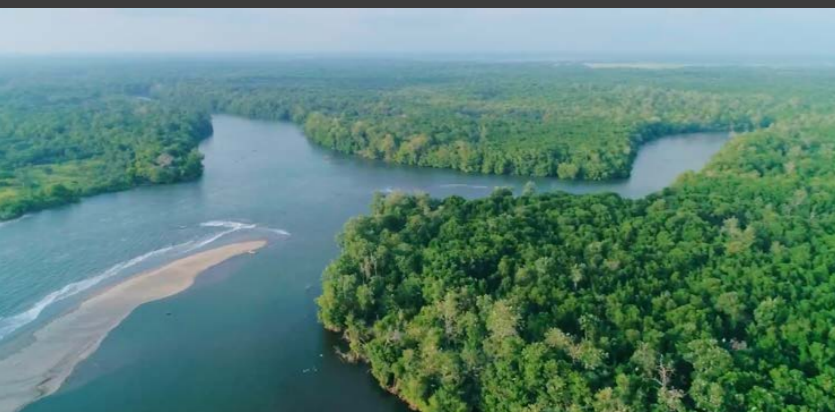
## Palm oil



Chiapas covers over 7.3 million hectares and is home to 5.2 million people, 74.7 percent of whom live in poverty. The state produces nearly half of Mexico's palm oil, with smallholders accounting for 90 percent of producers. It also ranks second nationally for biodiversity and forest cover. Earthworm is working to address key challenges such as poverty, price volatility, and low productivity, which contribute to deforestation, water overuse, soil degradation, and unsafe working conditions.

"EF's main challenge in Mexico has been to shift the perspective of the mills and small-scale farmers in the supply chain regarding sustainability. To achieve this, EF has been working to encourage government collaboration with mills and support farmers in diversifying their crops while implementing best practices in palm, cocoa, and livestock. EF has also been promoting the implementation of the HCS and HVC protocols with mills and producers in the Landscape Project (Collective Action). Though the road to sustainability is a long one, it has already begun and its impacts will soon be visible".

Earthworm's Head of Chiapas Landscape



### Commodities

Palm oil

### Size

7,342,942 ha

### Focus areas

- La Encrucijada
- Marques de Comillas

### Financial supporters

Grupo Bimbo, Colgate

### Project partners

ESI A.C., Oleofinos, Solidaridad, Reserva de la Biosfera La Encrucijada, SADER.

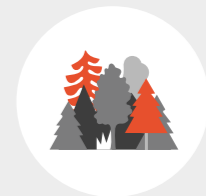
Nestlé and Cargill contribute to targeted initiatives within their respective supply chains, taking place in the same geography as the Chiapas collective action

### Progress 2024



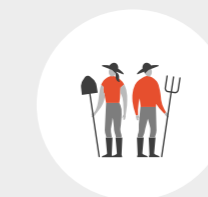
16 ha

of mangroves restored



46 ha

identified as productive reconversion



148 farmers

implemented holistic farm plans



3 mills

implementing No-Deforestation, policies



58 farmers

implementing regenerative agriculture practices



6 work plans

implemented with mills and other stakeholders

# Longitudinal Landscape, Peru

## Cocoa, Palm oil



The Longitudinal Landscape area is a biodiversity hotspot that contains six critical protected areas. It has been a focus area for agricultural development in recent years, resulting in 978,000 ha of forest loss between 2001 and 2021, and various active social conflicts. We use the landscape approach to leverage the influence of value chain actors to drive change.

"I manage a 56-hectare farm in Padre Abad (Ucayali), having moved here young for a better life. I cultivate oil palm on 7 ha, yielding 17 tons per hectare annually. My family engages in fish farming with three pools, two active, housing 4,000 fish. We also grow cocoa (4 ha) and citrus (0.63 ha). Committed to conserving 15 ha of forest and 7 ha riverside, we've collaborated with Earthworm Foundation on the Holistic Farm Plans and the HCS/HCV Farm Management Plan."

Smallholder based in the province of Padre Abad (Ucayali)



### Commodities

Cocoa, Palm oil

### Size

7.7 million ha

### Focus areas

- San Martín
- Loreto
- Ucayali
- Huánuco

### Financial supporters

Swiss Agency for Development and Cooperation SDC, Grupo Palmas, Nestlé

### Project partners

Alicorp, Helvetas, Oleaginosas Amazónicas S. A. (Olamsa), Gobierno Regional de Ucayali, Gobierno Regional San Martín, Asociación de Palmicultores de Shambillo (Aspash), Ecom, Choba Choba, Comité Central con Desarrollo al Futuro de Curimaná, Reforesta Perú, Sumaqao, Coalición por una Producción Sostenible, Cooperativa Agraria de Cacao Aromático Colpa de Loros, Cooperativa Agroindustrial Asproc-NBT Ltda, Industrias Oleaginosas Monte Alegre S. A. (Indolmasa), Cooperativa Agraria Acopagro, Earth Innovative Institute, Municipalidad Provincial de Tocache, Sociedad Peruana de Ecodesarrollo, Cooperativa Agraria Apahui, Solidaridad, Comité Central de Palmicultores de Ucayali (Cocepu), Lindt & Sprungli, Tropical Forest Alliance (TFA), Alliance Bioversity & CIAT (ABC), Oleaginosas Padre Abad S. A. (Olpassa), Municipalidad Distrital de Neshuya.

### Progress 2024



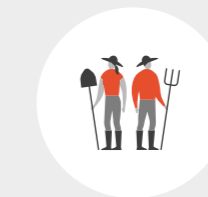
13 local companies

are implementing no deforestation, no peat and no exploitation policies



1,450 ha

of key ecosystems covered by management plans



3,025 farmers

reached to increase their resilience



239 workers

with improved working conditions



7 local stakeholders

launching new initiatives

## Areas of our work

# Resilient farmers

At Earthworm Foundation, we see farmers as entrepreneurs who, with targeted support, can bring their businesses to their full ecological, economic and social potential. We work with farmers to amplify their voice, improve their resilience, strengthen their connections with buyers and leverage their position in supply chains; all on their own terms.

Our work to strengthen the resilience of farmers has been ongoing since 2011. Currently, we are active in 16 countries across Asia, Africa, Latin America and Europe. Our approach is founded in tailor-made strategies created with farmers and their communities; and is based on mutual understanding, trust and respect for local contexts.



## Solomon Islands

As part of the community development commitment in the Solomon Islands, Earthworm worked in coordination with local stakeholders, including key suppliers and the local landowner's association, to address the urgent need for reliable, safe and year-round access to clean water—a struggle that 80% of the country's population had long been facing. Through funds collected via the Sustainable Palm Oil Collaboration (2022-2024), the programme saw 6 communities directly linked to the suppliers' operations be selected to have a new water tank infrastructure installed, equipped with a solar pump technology which would enable regular replenishing of the tank without hard labour.

By the end of the 3-year long programme, approximately 1,500 community members had directly benefited from the implementation of the tanks while around 2,000 gained benefits indirectly. In addition to now having access to 10,000 litres worth of water from the bore holes put into place, locals also saw an improvement in their overall wellbeing. In order to support the overall health of women, children, men and elders from contracting water borne diseases and other related health risks, extensive WASH (water, hygiene, sanitation) trainings were conducted to teach the community how they can best ensure long-lasting supply of water through proper tank maintenance.

The Sustainable Palm Oil Collaboration also sees over the reforestation of buffer zones through smallholders and nurseries. Under RSPO guidelines, the implementation of these zones near waterways is essential when replating oil palms on a plot. It is through this collaboration where three nurseries run by smallholders had been set up, where communities were trained to select and tend to seedlings which would be sold to a key supplier, Guadalcanal Plains Palm Oil Limited (GPPOL). For smallholders running the nurseries, the additional income earned through this initiative helps them better support protected areas.



## Thailand

Since 2015, Earthworm Foundation, in partnership with Reckitt and other stakeholders has implemented a smallholder transformation programme in the Tapi River Landscape, where rubber farmers are empowered to improve farm productivity, diversify their income, reduce conflict with elephants, and restore ecosystems at both the farm and landscape levels. The initiative is part of an ongoing effort to establish a sustainable natural rubber supply chain that delivers multiple benefits across the landscape, such as supporting smallholder livelihoods, protecting and restoring biodiversity, securing a long-term supply of quality natural rubber in the market, and helping companies meet their commitments on carbon, biodiversity, and overall sustainability.

EF Thailand supports farmers implementing Good Agronomic Practices (GAP) and Agroforestry as a comprehensive approach to improving farm management throughout the entire production process. This methodology enhances both the yield and quality of latex—particularly through improved soil health, efficient nutrient management, proper harvesting techniques, sustainable farming practices, and the integration of agroforestry systems. Moreover, our strong focus on soil health is a key factor in improving overall farm productivity, with direct results in increasing smallholder income.

Agroforestry contributes to the strengthening of farmer resilience through the diversification of farm produce, creating additional opportunities for farmers to grow their income in addition to rubber. With the added benefits for food security, soil health, water quality, carbon sequestration and biodiversity and alternative livelihood activities, by adopting agroforestry practices, smallholders can better manage financial risks and bridge income gaps during market downturns. Implementing GAP and Agroforestry supports sustainable production, long-term soil health, and brings economic stability for smallholder farmers.



**507**

farmers engaged in in depth training to improve yield and quality



**289**

farmers trained on livelihood diversification



**119**

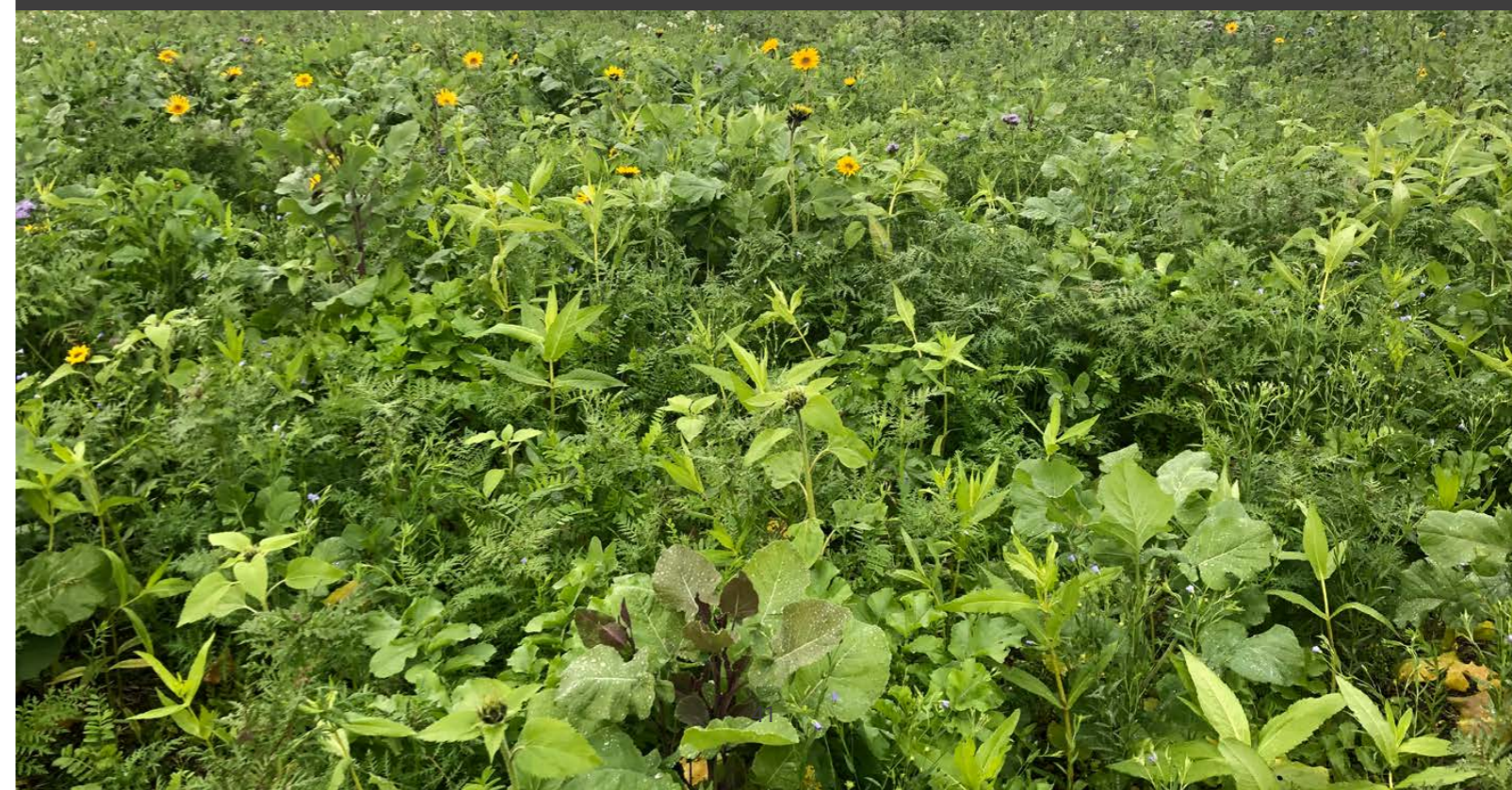
farmers (135 ha) are actively managing mixed rubber agroforestry plantations

## Areas of our work

# Regenerative Agriculture

Earthworm Foundation recognises the critical role of healthy soil in sustaining our food, medicine, and various products. Unfortunately, a significant portion of the world's soil is degraded. To address that issue, Earthworm collaborates with businesses, cooperatives and other suppliers, scientists, and farmers to restore soil health. This section highlights the importance of supporting farmers in transitioning from traditional farming to regenerative agriculture practices. Businesses play a vital role in leading this transition. By working together, we can restore soil health, mitigate pollution, meet global food demand, sequester carbon, and revolutionise our food production methods.

Currently, the Earthworm Regenerative Agriculture programme is most active in the field in Europe (France, Switzerland, Spain and Turkey) and North America (US Cotton Belt states and Kansas).



## France

To support farmers interested in transitioning to regenerative agriculture practices and enhancing soil health, EF France collaborates with agronomy and ecology experts to measure soil health and other environmental indicators and monitor progress. Our soil health indicator for example assesses the biological, chemical, and physical aspects of soil, empowering decision-making for soil health practices. We use those measurements to provide training to farmers and to technicians and farm advisors from various organisations. Additionally, we incentivise farmers' transition through the development of financing mechanisms. Through these efforts, we aim to empower decision making for practices that improve soil health.


**800**

farmers have had their soils diagnosed and are now receiving support.


**2,400**

soils sampling


**160,000**

hectares engaged in reg ag practices


**>50%**

of farmers show significant improvements in the duration of soil cover, a key driver for soil regeneration


**11**

companies supporting our work


**16**

suppliers (cooperatives & traders) collaborating with us


**10**

technical partners



### Development of agroforestry with 90 farmers


**181,727**

trees planted


**1,400**

tCO2e / year sequestered

## Europe

### EUROPE (Pilot project in Portugal, Spain, Turkey, England/Ireland, Switzerland, Greece):


**>100**

farmers engaged


**1**

new arboriculture project (olives) in Spain


**8**

suppliers supporting our work



## United States

From Virginia to California, 17 southern-tiered "Cotton Belt" states produce the majority of USA-grown cotton. Starting in 2023, with grant funding from the United States Department of Agriculture (USDA)\*, Earthworm Foundation joined ECOM USA, LLC. and other regional project partners, in a 5-year long programme to help cotton growers implement regenerative agriculture practices and develop corresponding markets.

Cotton is an important part of the U.S. agricultural economy—but it also faces serious challenges, from depleted soils to increasingly unpredictable weather. Transitioning to regenerative practices like cover cropping, reduced tillage, and improved nutrient management can help address these pressures. Still, adoption often depends on both financial viability and the presence of trusted support systems.

Collaborations through the Verde by ECOM programme help growers with incentive premiums and the design and delivery of technical support programme that meet farmers where they are—something Earthworm has contributed to as a field partner and strategic advisor.

The programme has garnered a much stronger response from growers than initially anticipated. In just two years, the collaborative effort has enrolled over 150 growers—well ahead of the five-year programme goal of 90 participants. The number of acres also increased accordingly (over 130,000 ha compared to the original goal of 90,000 ha).

Through this programme, Earthworm supports the development of regenerative agriculture programming tailored to regional conditions, contributes to data collection systems that meet the needs of both farmers and buyers, and provides project management and strategic support to help scale participation and maintain programme quality for a more sustainable future for cotton growers and their communities.

\*This material is based upon work supported by the U.S. Department of Agriculture, under agreement number NR233A750004G043

## Areas of our work

# Community and Indigenous Rights

We work with companies, communities and other key stakeholders to improve respect for community and Indigenous rights. This involves working with communities and companies to strengthen collaboration, build capacity of communities to exercise rights, and put in place policies, action plans, and due diligence systems to monitor suppliers and sourcing regions. At the field-level, we work with communities to plan land-use, secure land and resource rights, and participate effectively in conflict resolution.

Across other continents, our Centre of Social Excellence (CSE), first established in 2008 in Africa, has systematically built capacity for harmonious engagement between companies and communities in commodity sectors by equipping companies, civil society, and governments with well-trained social practitioners from the regions where they operate. The CSE offers best-in-class training on social management at every level of the supply chain, from investors to local communities. In 2024, we continued to mobilise diverse social experts who have practical experience addressing social issues to design and teach courses in Cameroon, Guinea, and Brazil. These courses targeted professionals who can go on to directly influence company-community interactions in vast regions. The CSE's trainings and resources on Community Relations, Conflict Resolution, Workers' Rights, Respect for Indigenous Peoples, and Social Management Systems, are complemented by a dynamic network of alumni who support and challenge one another for continuous growth and learning.

A few highlights of this work are the following:



## Brazil

Earthworm Foundation's Centre of Social Excellence (CSE) Brazil continued to strengthen the capacity of companies in the Brazilian forestry sector to address social risks and manage community-related conflicts. At the heart of our methodology is Free, Prior and Informed Consent (FPIC), a vital instrument guiding both our field approach and the training of company teams. The FPIC principle ensures a process wherein indigenous and traditional peoples can give or withhold their consent to any work or projects that could affect them or their recognised territories. Its relevance has only grown as expectations increase for companies to build transparent, respectful, and trust-based relationships with local, traditional and Quilombola communities in Pará through regular contact and conversations about the challenges they both face.

The Territories for the Future Project arose against a backdrop of socio-economic and environmental concerns faced by the Quilombola communities. CSE Brazil has worked closely with five traditional communities in the country through a participatory field process, where strategic training modules were identified and delivered based on the priorities expressed during FPIC consultations.

These sessions reflected community demands and cultural practices, where each community developed its own FPIC protocol, now used to guide relationships with other territorial actors including palm oil companies, government institutions and NGOs. The involvement of universities and civil society partners in the establishment of a project committee to ensure transparency and ongoing alignment with community priorities has reinforced the legitimacy of the project as a co-created effort.

This connection to the field has also shaped the tools we develop and share. By 2024, 36 forestry companies have joined our learning journey, helping expand a growing network of professionals better equipped to respond to complex social dynamics.



## Indonesia

Earthworm Foundation has carried out Participatory Land Use Planning (PLUP) activities in several jurisdictions over the past decade.

PLUP is a bottom-up collaborative process that involves all stakeholders at the village level in a dialogue. It is conducted iteratively to determine and decide on a socially just, economically viable, and environmentally friendly form of land use. A dependable process that helps communities effectively identify their needs while also ensuring that resources are preserved for the future, PLUP applies the principle of FPIC in its implementation.

A recent achievement of ours is with the Singgersing Village in Aceh, Indonesia. The community began engaging in PLUP activities since 2021, collaborating with local partners including the Ministry of Environment and Forestry to implement the Village programme, which in turn would support the establishment of their customary forest. Upon completing various mapping and verification surveys in the area, an extensive deliberation process was held between the customary group, Singgersing village government, conservation group (LKHULD) and community leaders. The proposal was finally accepted in 2024, legalising the Village's existing forests under the state law, followed by the formation of the Indigenous Peoples Committee and enactment of requirements outlined in the proposal such as routine patrolling and restoration of the areas.

The Singgersing Village is a legally recognised indigenous community which possesses the right to manage its customary territory and preserve their cultural heritage. PLUP outputs have the capacity to build trust and partnerships among community members, governments and the private sector, while also reducing potential conflicts. In terms of jurisdictional governance, the success seen in the Village serves as a source of inspiration for policies and provides a foundation for more effective decision-making in the area.

We believe that PLUP plays a vital role in regenerating supply chains and creating significant socio-economic and environmental impacts in the long run.

As of 2024, 32 villages in Aceh have participated in PLUP activities, amounting to a population of 23,512 people with 74,422.95 ha agreeing to be protected.

## Areas of our work

# Labour Rights

Our programme focusing on labour rights and workers' welfare was launched in 2017 and is implemented in all regions covering diverse supply chains such as recycled paper, hazelnuts, palm oil and rubber.

To date, our teams have launched a variety of practical tools and resources for palm oil companies in Indonesia and Malaysia to reduce risky labour practices. These include addressing the welfare of children in plantations, child labour, recruitment practices for migrant workers, the rights of casual and temporary workforces, and wages for agricultural workers through better target-setting. The approach is based on increasing awareness and understanding on the organisational (company, government or farmer) level (training, assessments etc.) on key topics and working with companies and farmers to implement better practices.



## Malaysia and Indonesia



**989**

workers positively affected by engagement on ethical recruitment, across 4 companies



**151**

casual workers being promoted to permanent contracts



**2248**

workers positively affected by implementation of better practices for targets and payments



**15**

sites were engaged in labour transformation programme effecting +/- 12,890 workers

EF also worked with the **Labour Transformation Programme (LTP)** in Malaysia, a Mill & Plantation engagement framework designed to support mill & plantation managers and guide them towards the adoption of improved labour practices.



## Areas of our work

# Supply Chain Transformation

## Supply chain mapping and traceability

With over 20 years of experience in enhancing supply chain transparency, Earthworm Foundation assists companies in gathering traceability data in compliance with the EU deforestation regulation. We currently aid various companies in collecting traceability data, including field-level information (e.g. GPS coordinates and boundaries of plantations/farms) for all raw materials covered by the regulation, except for cattle. This includes palm oil, coconut, pulp and paper and soy.

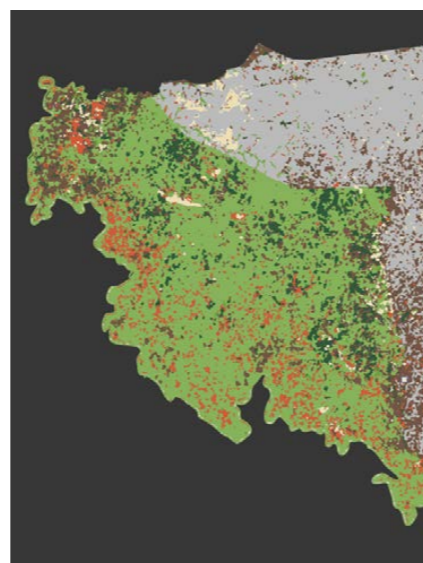
Since its launch in 2012, the traceability tool has been a part of Earthworm's long-standing efforts to enable industry transformation at a faster rate and a larger scale. Through our traceability work and the application of our country prioritisation matrix, we are able to analyse risk exposure across supply chains, enabling companies to identify and address sustainability challenges more effectively. This work supports our other services including Deforestation and Conversion-Free (DCF) reports, the tracking and resolution of grievances, on top of helping companies implement targeted sustainability programme tailored to their specific needs.

Through our traceability exercises, we document the different stages of the supply chain, starting from the location where the material is grown (e.g.: estates, plantations, smallholders) all the way down to the final product buyer. Earthworm facilitates meaningful engagement with suppliers on responsible sourcing practices, driving improved transparency, accountability, and alignment with global sustainability goals. Today, consumer packaged goods (CPG) companies are building the capacity of suppliers, helping them gain traceability data and have become partners in building NDPE (No Deforestation, No Peat, No Exploitation) supply chains.

Over the years, Earthworm has worked with over 60 companies worldwide to set up NDPE policies and put them into practice. A reason behind establishing these close partnerships is due to the complex nature which makes achieving traceability in derivative supply chains challenging.

"Palm derivatives are often bought in small quantities from many suppliers, which means that companies lack the commercial leverage on their supply chain to ask for more transparency about the origins of the palm and palm kernel oil," Jhon Munoz, Supply Chain Sustainability Manager at Earthworm Foundation.

The solution provides critical insights that strengthen supply chain integrity, enhance brand credibility, and supports long-term sustainability strategies. As supply chains are dynamic and frequently evolving, the utilisation of this service grows in importance. Upon identifying and assessing any potential risks, companies can take proactive measures to mitigate the issues and work towards a comprehensive solution, demonstrating their commitment to building forest positive supply chains.



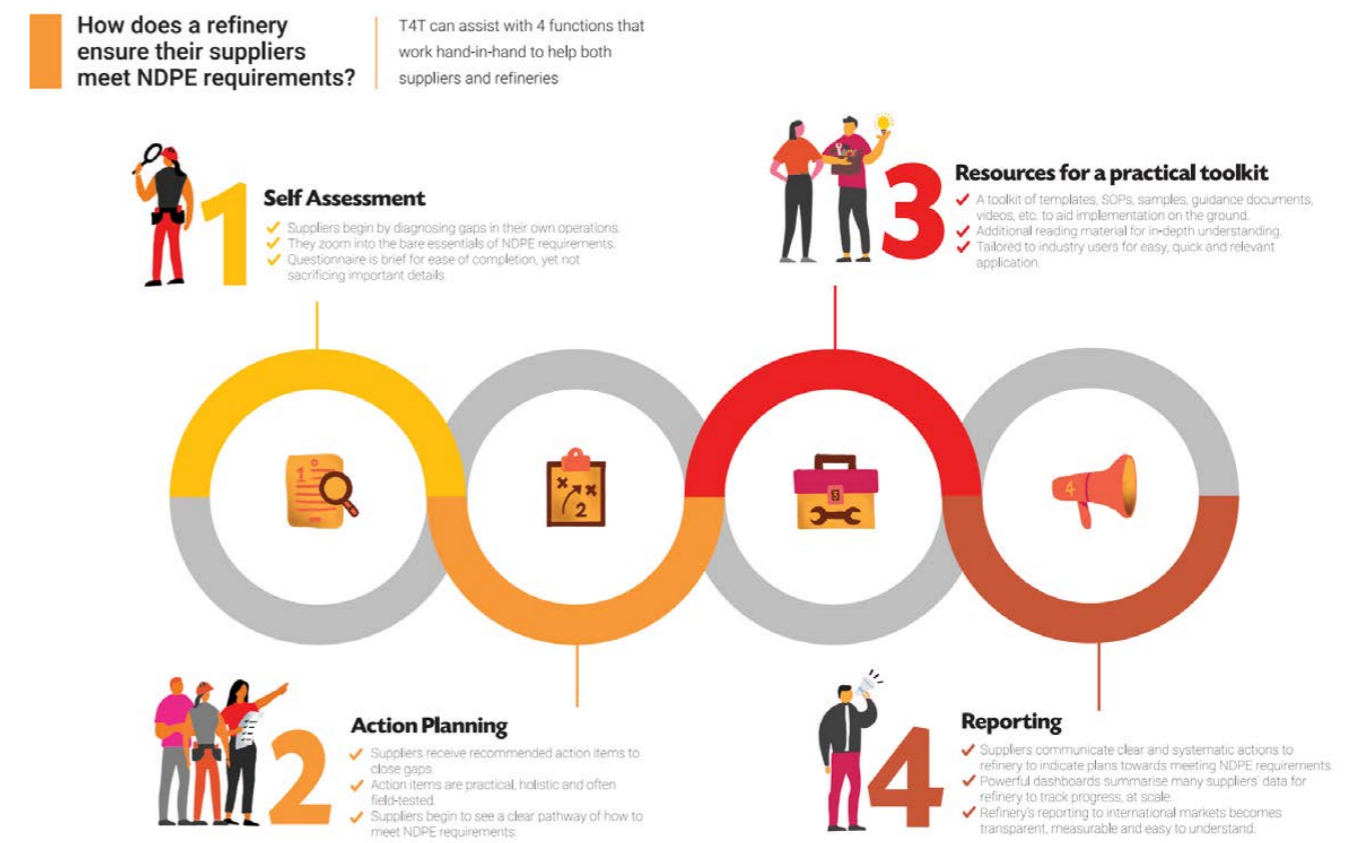
## Tools for Transformation (T4T)

Our Tools for Transformation (T4T) solution is a self-assessment platform designed to support plantation companies and palm oil mills in understanding where they stand against global market standards and guidelines, including the NDPE (No Deforestation, No Peat, No Exploitation) policy requirements and RSPO (Roundtable on Sustainable Palm Oil) Principles & Criteria. The platform extends the principle of shared responsibility, enabling suppliers to recognise and address policy and practice gaps while equipping buyers with the tools and guidance to engage with suppliers in closing these gaps efficiently, ensuring alignment with industry best practices.

The T4T online system offers that needed increase in transparency and efficiency, empowering change directly on the ground by bridging policy commitments with on-the-ground implementation. Our vision with the tool is to ensure widespread adoption of sustainable practices, facilitating meaningful transformation within supply chains and fostering a system that respects people and protects nature.

Existing users have found the solution to be an invaluable resource for monitoring supplier progress in NDPE compliance and transformation towards gap closure. Beyond palm oil, T4T presents opportunities into other commodities, including cocoa and rubber, furthering its contribution to sustainability across various sectors.

\*The T4T solution was first launched in 2019 in Malaysia and Indonesia. However, the tool is currently only in use in Malaysia.



## Engagement for Policy Implementation (EPI)

The Engagement for Policy Implementation (EPI) programme provides a standardised process for brands and downstream refiners to systematically engage with suppliers, assess responsible sourcing programme, and track improvements over time. Suppliers report on their NDPE policies and implementation via an annual online survey—one that covers themes consisting of policy commitments, implementation, social and environmental transformation, grievance mechanisms, monitoring, and traceability.

The EPI process fosters two-way communication, builds shared understanding of challenges, and promotes continuous improvement rather than a compliance-only approach. Earthworm reviews each submission, requesting clarifications as needed, and evaluate responses against consistent criteria.

Apart from facilitating constructive dialogue between brands and suppliers, the EPI programme also presents an opportunity for suppliers and customers to work closely and agree on specific steps and timelines to help build an action plan aimed to strengthen NDPE implementations.

2024 was a year of significant change in the design and delivery of the EPI for palm oil. A significant portion of the survey was revised to reflect an aligned list of questions which had been co-developed between Earthworm and several NGOs to ensure a swifter response from palm oil traders and refiners when completing the surveys.

The team also migrated the EPI survey to the Alchemer online survey platform, providing a wider feature set and flexibility when designing the processes beyond just data collection. This change shows promise for greater focus on closing gaps in supplier NDPE programme and the ability to more easily adapt to different commodity supply chains.



The EPI is designed to change along with industry norms. Suppliers must make consistent improvements in their NDPE implementation to maintain their performance. Although scores are not the focus of the EPI process, 18 out of the 26 repeat palm oil suppliers improved their overall EPI score by an average of 6% year-by-year, according to the data collected this year.

## Grievance Management

At Earthworm, we regard an effective Grievance Mechanism as a foundational component of a company's sustainability commitment. Beyond workers' voice or whistleblower tools for their own employees, Earthworm members look to us to help establish mechanisms that enable them to respond to issues that arise, typically at plantation-level, in their palm oil, pulp and paper, cocoa, rubber and soy supply chains, as they seek to honour responsible sourcing policy pledges.

In 2020, recognising the particular challenge faced by 'brand' members to meaningfully engage in the upstream of their supply chains—when often separated by oceans and multiple supplier tiers—Earthworm developed the Grievance Service. This formalised and built upon the expertise and knowledge we had developed from years of working on the ground in palm oil supply chains in Indonesia, Malaysia, parts of Africa and Latin America. Coupled with a broad network of private sector, civil society and government contacts, Earthworm now provides an advisory service to many Earthworm members.

Our approach is to utilise that network with the support of our specialist tools, including the Starling solution, to quickly verify the credibility of allegations whether they be from international Non-Governmental Organisations (NGOs) such as Greenpeace or Global Witness, international or local media or small region-focused Civil Society Organisations (CSOs).

By utilising proven resolution pathways, we help design practical solutions, favouring remedy over suspension of implicated suppliers. Through the reputation Earthworm has already built for tackling such complex issues, we now work with a number of companies who faced allegations from public campaigns. In some instances, Earthworm does not spearhead solutions ourselves; instead, we are able to put forward the collective influence shared between us and our members to persuade companies to find remedy, often with the help of other reputable service providers.

Through 2023 and 2024, Earthworm supported numerous members in their response to a campaign from Friends of the Earth US against Astra Agro Lestari (Indonesia's second largest palm plantation company) focused on several long-lived land rights conflicts in Sulawesi, Indonesia. Though the involvement of our field teams remained limited as we do not have history of work in Sulawesi, we engaged in a constructive discussion with the involving parties, showing our support in the design and implementation of a broad-based and ambitious remedial action plan. While the outcome is yet to be fully realised, the project has progressed as planned, providing regular public updates.

Earthworm's position acting between different parts of the supply chain, civil society and other stakeholders, paired with the credibility of our field experience, has allowed us to act as an enabler and catalyst, transforming the negativity embedded within a grievance into positive outcomes for nature and people.

As we continue to evolve the Grievance Service, our priority is to generate more of these examples of transformation, exploring the different roles that we and our family of members can play to achieve that. We welcome any new partners keen to work with us on this goal.

## Starling

Developed in 2016 through a joint venture between Earthworm Foundation and Airbus, Starling combines cutting-edge satellite technology with on-the-ground insights to tackle complex supply chain challenges such as deforestation, degradation, land conversion and climate change.

Over the years, Starling has continued to evolve, expanding its suite of services to support companies with shifts to sustainable sourcing, meeting their climate and deforestation-free commitments, and complying with the regulatory landscape. This includes preparing for the forthcoming European Union Deforestation Regulation (EUDR) as well as existing Corporate Sustainability Reporting Directive (CSRD) and Corporate Sustainability Due Diligence Directive (SCDDD). The Starling solution continues to provide monitoring in Asia, Africa, and both North & South American regions, covering commodities including palm oil, cocoa, pulp & paper, rubber, coconut and coffee. In 2024, the platform was enhanced to support EUDR compliance, with pilots launched with leading businesses such as Barry Callebaut.

With nearly a decade of insights and data, Starling has significantly deepened our understanding of land use change and its key drivers. Its application has enabled reliable monitoring and on-the-ground action. During the time we have worked with our members to address deforestation, their No Deforestation Verification (NDV) scores have improved by as much as 50%.

Collaboration across the sector has also strengthened. Companies are increasingly sharing supply chain data with industry groups, fostering greater alignment and collective action to assess and mitigate deforestation risks.

However, we still have work to do. Starling indicates that forest loss is still problematic. As companies move beyond their 2025 targets, Starling is helping translate lessons learned over the past years into forward-looking strategies, supporting businesses in identifying and mitigating supply chain risks while unlocking opportunities to better protect natural forests and ecosystems. By shifting toward a more proactive, forest-positive approach, Earthworm aims to drive better outcomes for both people and nature.



### Updated stats:

**8.3 M km<sup>2</sup>**

of land was covered by  
Starling Satellites in 2024

**1.9M hectares**

of deforestation detected by  
Starling globally this year

**40+**

global companies that utilise  
Starling for data coverage of  
their supply chains

**Starling coverage  
in 40+ countries**

## Conclusion

2024 has been a year unlike any other for Earthworm Foundation. For starters, we celebrated our 25th anniversary as an organisation that—albeit our continuous evolution—has remained unchanging in our mission to restore balance to nature, with and for people. As a non-profit, reaching this milestone has been crucial as it serves as a tangible reminder of the progress we’ve made thus far. But shifting geopolitical landscapes, climate emergencies and technology that’s developing far quicker than anyone can keep up with has caused the realities of those on the ground to go through persistent revisions with the arrival of each new global event. Concurrently, the work carried out by our team here at Earthworm has had to evolve as we respond to these complex dynamics and the pressures to adopt sustainable business models in this current climate.

One of the major takeaways to have stayed with us throughout these 25 years—one that has only been reinforced with time—is that change is the only certainty. And it is in that space of unpredictability where Earthworm has seen our greatest successes. From regenerating soils in the quaint French countryside to reversing forest loss in the deep jungles of the Amazon, the role played by our partners, members and supporters in achieving these milestones, by prioritising collective action and taking on shared risks, cannot be understated.

As we approach this coming year and enter a new phase for the organisation, our dedication in developing scalable solutions that meet local needs and drive global change remains unchanging. Going forward, we hope to build on the momentum we’ve achieved together thus far and to extend our reach even further in order to generate wide-scale and lasting impact.

# Independent Auditors Report

To the board of foundation of  
**Earthworm Foundation**

Nyon

Report on the Audit of the Financial  
Statements 2024  
in accordance with Swiss GAAP FER

(for the period from 01.01. to 31.12.2024)

## STATUTORY AUDITOR'S REPORT

To the board of foundation of Earthworm Foundation, Nyon

### Report on the Audit of the Financial Statements

#### OPINION

We have audited the financial statements of Earthworm Foundation (the Foundation), which comprise the balance sheet as at 31 December 2024, and the statement of financial activities, the statement of cash flows and the statement of changes in capital for the year then ended, and notes to the financial statements, including a summary of significant accounting policies. In accordance with Swiss GAAP FER 21, the disclosures in the performance report are not subject to the audit by the statutory auditor.

In our opinion the accompanying financial statements give a true and fair view of the financial position of the Foundation as at 31 December 2024 and its results of operations and cash flows for the year then ended in accordance with Swiss GAAP FER and comply with Swiss law and the deed of foundation as well as the regulations of the foundation.

#### BASIS FOR OPINION

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We are independent of the Foundation in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### OTHER INFORMATION

The Board of Foundation is responsible for the other information. The other information comprises the information included in the annual report , but does not include the financial statements, the consolidated financial statements, the compensation report and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### RESPONSIBILITIES OF THE BOARD OF FOUNDATION FOR THE FINANCIAL STATEMENTS

The Board of Foundation is responsible for the preparation of the financial statements, which give a true and fair view in accordance with Swiss GAAP FER and the provisions of Swiss law and complies with the deed of Foundation as well as the regulations of the Foundation, and for such internal control as The Board of Foundation determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, The Board of Foundation is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless The Board of Foundation either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so.

**AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of the auditor's responsibilities for the audit of the financial statements is located at EXPERTsuisse's website at: <https://www.expertsuisse.ch/en/audit-report-for-ordinary-audits>. This description forms part of our auditor's report.

**REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS**

In accordance with Art. 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of financial statements according to the instructions of The Board of Foundation. We recommend that the financial statements submitted to you be approved.

Geneva, 27 June 2025  
BDO Ltd

**BDO Ltd**

**Zoé Imhof**  
Licensed Audit Expert  
Auditor in Charge

**pp Thomas Frieh**  
Auditor in Charge  
Licensed Audit Expert

Enclosures Financial statements

BDO Ltd, a limited company under Swiss law, incorporated in Zurich, forms part of the international BDO Network of independent member firms.

**Statement of financial activities**  
incorporating an income and expenditure account)  
for the year ended 31 December 2024

	Note	USD		CHF	
		Total 2024	Total 2023	Total 2024	Total 2023
<b>Operating income</b>					
Member & partners contributions	2	24'979'504	21'684'493	22'054'904	19'420'198
Public authorities grants	2	507'350	408'416	447'949	365'769
Other grants received	2	2'013'208	2'636'856	1'777'501	2'361'516
<b>Total</b>		<b>27'500'062</b>	<b>24'729'765</b>	<b>24'280'355</b>	22'147'483
<b>Operating expenses</b>					
Personnel expenses		(18'988'727)	(18'324'205)	(16'765'527)	(16'410'792)
Operating expenses		(6'655'664)	(5'951'755)	(5'876'419)	(5'330'273)
Depreciation and amortization	5 - 6	(320'776)	(215'553)	(283'220)	(193'045)
<b>Total</b>	3	<b>(25'965'168)</b>	<b>(24'491'51)</b>	<b>(22'925'166)</b>	<b>(21'934'110)</b>
<b>Operating Result</b>		<b>1'534'894</b>	<b>238'251</b>	<b>1'355'189</b>	<b>213'373</b>
<b>Non-operating result</b>					
Financial result		143'019	104'513	126'275	93'600
Non-operating result	7	(1'087'020)	148'301	(959'751)	132'816
Extraordinary result	8	(72'733)	2'479	(64'217)	2'220
<b>Result before change in fund capital</b>		<b>518'161</b>	<b>493'544</b>	<b>457'495</b>	<b>442'008</b>
Allocation to voluntary retained earning		518'161	493'544	457'495	442'008
		-	-	-	-
<b>Total</b>		<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>

## Balance sheet

as at 31 December 2024

		USD		CHF	
	Note	2024	2023	2024	2023
Cash at bank and in hand		9'798'063	6'187'584	8'851'472	5'178'775
Debtors	9	10'632'342	9'965'642	9'605'151	8'340'867
<b>Current Assets</b>		<b>20'430'405</b>	<b>16'153'226</b>	<b>18'456'624</b>	<b>13'519'642</b>
Tangible Fixed Assets	5	248'130	254'783	224'158	213'244
Intangible Fixed Assets	6	438'332	445'996	395'984	373'282
<b>Fixed Assets</b>		<b>686'462</b>	<b>700'779</b>	<b>620'143</b>	<b>586'526</b>
Long term loan to third parties		147'742	166'670	133'468	139'496
Investments and participations		104'440	111'140	94'350	93'020
<b>Financial Assets</b>		<b>252'182</b>	<b>277'810</b>	<b>227'818</b>	<b>232'516</b>
<b>Total Assets</b>		<b>21'369'048</b>	<b>17'131'815</b>	<b>19'304'585</b>	<b>14'338'685</b>
Creditors	10	1'123'174	1'076'261	1'014'664	900'790
Deferred income - unrestricted		9'086'897	5'010'332	8'209'012	4'193'459
Deferred income - restricted		930'483	1'334'888	840'589	1'117'251
Short term loan		-	-	-	-
<b>Short term liabilities</b>		<b>11'140'554</b>	<b>7'421'482</b>	<b>10'064'265</b>	<b>6'211'501</b>
Retained earnings		10'257'203	9'659'938	9'893'670	9'436'175
Initial capital (50'000 CHF)		50'397	50'397	50'000	50'000
Cumulative Translation Adjustment				-	-
<b>Foundation capital</b>		<b>10'228'494</b>	<b>9'710'333</b>	<b>9'241'939</b>	<b>8'127'184</b>
<b>Liabilities and Foundation capital</b>		<b>21'369'049</b>	<b>17'131'815</b>	<b>19'304'585</b>	<b>14'338'685</b>

## Statement of Cash Flow

for the year ended 31 December 2024

		USD		CHF	
		2024	2023	2024	2023
<b>Operating expenses</b>					
(Deficit)/surplus for the year		518'161	493'544	457'495	442'008
Interest received		(143'783)	(104'941)	(126'949)	(93'983)
Depreciation of tangible fixed assets		146'380	120'834	132'238	101'133
Amortization of intangible fixed assets		174'396	94'720	157'548	79'277
Loss on disposals of tangible fixed assets		2'734	27'965	2'414	25'045
Increase in debtors		(666'700)	(4'292'925)	(1'264'261)	(3'099'107)
Increase in liabilities		3'639'966	2'049'285	3'852'764	1'247'430
Foreign exchange gain/(losses) on cash		481'875	(71'873)	425'457	(64'368)
<b>Total Operating Activities</b>		<b>4'232'136</b>	<b>(1'683'391)</b>	<b>3'636'707</b>	<b>(1'362'565)</b>
<b>Investing:</b>					
Interest income		143'783	104'941	126'949	93'983
Purchase of tangible fixed assets		(142'461)	(208'564)	(145'623)	(159'220)
Purchase of intangible fixed assets		(166'732)	(247'837)	(181'836)	(181'930)
Financial Assets		25'628	(13'175)	4'698	12'016
<b>Total Investing Activities</b>		<b>(139'782)</b>	<b>(364'635)</b>	<b>(195'812)</b>	<b>(235'151)</b>
Loan from banks			-	-	-
<b>Total financing activities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Translation (gain)/loss</b>				657'260	(831'412)
<b>Increase in cash and equivalent in the year</b>		<b>4'092'354</b>	<b>(2'048'027)</b>	<b>4'098'154</b>	<b>(2'429'128)</b>
Cash & equivalents at the beginning of the year		6'187'584	8'163'736	5'178'775	7'543'537
Effects of exchange rates		(481'875)	71'873	(425'457)	64'368
<b>Cash and equivalents at the end of the year</b>		<b>9'798'063</b>	<b>6'187'584</b>	<b>8'851'472</b>	<b>5'178'775</b>

# Statement of changes in capital

for the year 2024

Currency: USD	Balance end 2022	Allocations	Cumulative translation adjustment	Total change	Balance end 2023
Fund capital	-	-	-	-	-
Initial capital	50'397	-	-	-	50'397
Retained earning	9'166'392	493'544		493'544	9'659'936
Foundation capital	8'945'586			493'544	9'710'333
Currency: USD	Balance end 2023	Allocations	Cumulative translation adjustment	Total change	Balance end 2024
Fund capital	-	-	-	-	-
Initial capital	50,397	-	-	-	50,397
Retained earning	9'659'936	518'161		518'161	10'178'097
Foundation capital	9'710'333			518'161	10'228'494
Currency: CHF	Balance end 2022	Allocations	Cumulative translation adjustment	Total change	Balance end 2023
Fund capital	-	-	-	-	-
Initial capital	50,000	-	-	-	50,000
Retained earning	8'994'167	442'008		442'008	9'436'175
Movement of translation adjustment	(527'579)		(831'412)	(831'412)	1'358'991
Foundation capital	8'516'588	442'008	(831'412)	(389'404)	8'127'184
Currency: CHF	Balance end 2023	Allocations	Cumulative translation adjustment	Total change	Balance end 2024
Fund capital	-	-	-	-	-
Initial capital	50,000	-	-	-	50,000
Retained earning	9'436'175	457'495		457'495	9'893'670
Movement of translation adjustment	(1'358'991)		657'260	657'260	(701'731)
Foundation capital	8'127'184	457'495	657'260	1'114'755	9'241'939

# Notes to the financial statements

for the year ended 31 December 2024

## 1. PRINCIPAL ACCOUNTING POLICIES

### General information

The Earthworm Foundation, Nyon, Switzerland (hereafter "the Foundation") was established in accordance with the Articles 80ff of the Swiss Civil Code. The Foundation is registered since 7 March 2018 in the Commercial register of the Canton of Vaud.

The Foundation promotes internationally positive interactions and relationships between nature and people by:

- the preservation, conservation and the protection of the environment and the prudent use of resources,
- the relief of poverty and the improvements of the of the conditions of life in socially and economically disadvantaged communities,
- the promotion of responsible and ethical means of achieving economic growth and regeneration, and
- the education of the public in the conservation, protection and improvement of the natural environment.

### Accounting policies

The financial statements of the Foundation have been prepared in accordance with the provisions of the Swiss Code of Obligations and in accordance with the Swiss GAAP FER, in particular Swiss GAAP FER 21 relating accounting for charitable non-profit organisations. The recommendations have been established for organisations seeking to present their financial statements to reflect a true and fair view of the financial situation.

### Revenue recognition

#### • Income from members and partners

Income contributions from members and partners are recognised in the statement of financial activities when the foundation has entitlement to the funds, any performance conditions attached to the item(s) of income have been met and it is probable that the income will be received and the amounts can be measured reliably. They are considered as unrestricted activities unless otherwise specified.

Restricted funds that have not been used at the end of the year are presented in a separate section of the balance sheet. Revenue is recognised when it is probable that the economic benefits associated with the transaction will inure to Earthworm Foundation and can be reliably estimated.

#### • Grants

Income from government and other grants is recognised when the foundation has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. They are considered as restricted activities unless otherwise specified.

The Foundation recognizes revenue from long-term projects using the percentage-of-completion method. Under this method, income is recognized based on the completion of the performance conditions attached. This method requires that projects are monitored in order to estimate their progress. At year-end, the income is reviewed and recorded based on the actual and accrued expenses incurred over the projects.

If the performance conditions are not fully met but the funds have been received, the income will be deferred over the years in which the funds will be used to perform the conditions.

When the donor wishes to see a contribution allocated to a specific cause, the contribution is considered to be a restricted fund. Restricted funds that have not been used at the end of the year are presented in a separate section of the balance sheet.

#### • Funding contracts

Income from funding contracts signed between donors and Earthworm Foundation is recognised in the year in which the financed expenditure is incurred. Outstanding grant amounts at year-end that will be used in future years are deferred in the balance sheet.

#### • Other income

Other income (e.g. Donations) are recorded on a cash basis.

1. PRINCIPAL ACCOUNTING POLICIES

Expenditure

Expenses incurred by the Foundation are recorded on an accrual basis.

Supplies and equipment used by the projects are recorded when the costs are incurred.

Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Depreciation is recognized over their estimated useful lives of 3 to 5 years, using the straight-line method.

Intangible Assets

Intangible assets are acquired separately and are carried at cost less accumulated amortization and accumulated impairment losses. Amortization is recognized on a straight-line basis over their estimated useful lives between 3 to 5 years.

Other valuation principles

Receivables are stated at their nominal value, less any value corrections. Debts are stated at their nominal value. Other financial assets are at acquisition cost.

OPERATING INCOME – RESTRICTED AND UNRESTRICTED

2024 - all amounts in USD	Restricted	Unrestricted	Total
Member and partners contributions	-	24'979'504 -	24'979'504
Public authorities grants	507'350	-	507'350
Other grants received	2'013'208	-	2'013'208
Total	2'520'558	24'979'504	27'500'062

2024 - all amounts in CHF	Restricted	Unrestricted	Total
Member and partners contributions	-	22'054'904	22'054'904
Public authorities grants	447'949	-	447'949
Other grants received	1'777'501	-	1'777'501
Total	2'225'451	22'054'904	24'280'355

2023 - all amounts in USD	Restricted	Unrestricted	Total
Member and partners contributions	-	21'684'493	21'684'493
Public authorities grants	408'416	-	408'416
Other grants received	2'636'856	-	2'636'856
Total	3'045'272	21'684'493	24'729'765

2023 - all amounts in CHF	Restricted	Unrestricted	Total
Member and partners contributions	-	19'420'198	19'420'198
Public authorities grants	365'769	-	365'768
Other grants received	2'361'516	-	2'361'515
Total	2'727'285	19'420'198	22'147'483

### 3. EXPENSES BY CATEGORIES

	USD		CHF	
	Total 2024	Total 2023	Total 2024	Total 2023
Fund raising & general advertising exp.	1'029'197	328'694	908'699	294'371
Administrative expenses	5'853'049	5'497'118	5'167'774	4'923'109
Other operational expenses	18'762'145	18'450'149	16'565'473	16'523'584
Depreciation and amortization	320'776	215'553	283'220	193'045
<b>Total operating expenses</b>	<b>25'965'168</b>	<b>24'491'514</b>	<b>22'925'166</b>	<b>21'934'110</b>

#### Calculation method

**Administrative expenses** relate to all expenses and time reported as administrative and that are related to the general operation of the organisation

**Fund raising and general advertising** relate to all expenses and time reported as a development of new opportunities and that are related to the general operation of the organisation

**Due to changes in internal systems**, 2024 cost allocation data was not sufficiently comparable. To maintain consistency, we applied the average proportions from years 2022–202 over the 2024 figures in the table above.

### 4. EMPLOYEE INFORMATION AND REMUNERATION

The key management personnel of the charity are the 8 members of the Executive Team. The total employee remuneration of the Executive Team was 1'509'667 USD (CHF 1'363'818) in 2024 and 1,589,976 USD (CHF 1,330,750) in 2023.

No Foundation Board trustee received any remuneration from the Foundation during the year.

The Foundation employees by location:

	2024 Number	2023 Number
Europe	98	102
North America	12	15
Central and South America	51	37
Africa	37	35
Asia	141	130
<b>Total</b>	<b>339</b>	<b>319</b>

### 5. TANGIBLE FIXED ASSETS

	USD			CHF		
	Office equipment	Assets Under Construction	Total	Office equipment	Assets Under Construction	Total
At 1 January 2024	885'296	-	885'296	740'959	-	740'959
Additions	142'461	-	142'461	128'698	-	128'698
Reclassification	-	-	-	-	-	-
Disposals	(57'266)	-	(57'265)	(51'734)	-	(51'734)
<b>At 31 December 2024</b>	<b>970'490</b>	<b>-</b>	<b>970'490</b>	<b>817'923</b>	<b>-</b>	<b>817'923</b>
<b>Accumulated Depreciation</b>			<b>-</b>			<b>-</b>
At 1 January 2022	630'513	-	630'513	527'716	-	527'716
Charge of the year	146'380	-	146'380	132'238	-	132'238
Reclassification	-	-	-	-	-	-
Disposals	(54'533)	-	(54'533)	(49'264)	-	(49'264)
<b>At 31 December 2024</b>	<b>722'360</b>	<b>-</b>	<b>722'360</b>	<b>610'690</b>	<b>-</b>	<b>610'690</b>
FX impact	-	-	-	16'925	-	16'925
Net book value	-	-	-	-	-	-
<b>At 31 December 2024</b>	<b>248'130</b>	<b>-</b>	<b>248'130</b>	<b>224'158</b>	<b>-</b>	<b>224'158</b>
At 1 January 2021	867'657	-	867'657	726'197	-	726'196
Additions	181'416	-	181'416	151'839	-	151'840
Reclassification	-	-	-	-	-	-
Disposals	(163'778)	-	(163'778)	(137'076)	-	(137'076)
<b>At 31 December 2022</b>	<b>885'296</b>	<b>-</b>	<b>885'295</b>	<b>740'959</b>	<b>-</b>	<b>740'959</b>
<b>Accumulated Depreciation</b>			<b>-</b>			<b>-</b>
At 1 January 2021	672'640	-	672'640	562'974	-	562'974
Charge of the year	120'834	-	120'834	101'134	-	101'133
Reclassification	-	-	-	-	-	-
Disposals	(162'961)	-	(162'961)	(136'392)	-	136'392
<b>At 31 December 2022</b>	<b>630'513</b>	<b>-</b>	<b>630'514</b>	<b>527'716</b>	<b>-</b>	<b>527'715</b>
<b>Net book value</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>At 31 December 2022</b>	<b>254'783</b>	<b>-</b>	<b>254'782</b>	<b>213'244</b>	<b>-</b>	<b>213'244</b>

## 6. INTANGIBLE FIXED ASSETS

	USD			CHF		
	Intangible assets	Assets Under Construction	Total	Intangible assets	Assets Under Construction	Total
At 1 January 2024	462'390	75,351	537,742	387'003	63'066	450'068
Additions	166'723		166'732	150'624	-	150'624
Reclassification	75'351	(75'351)	-	63'066	(63'066)	-
Disposals	-			-	-	-
At 31 December 2024	704'473	-	704'473	600'693	-	600'692
<b>Accumulated Amortization</b>						
At 1 January 2024	91'745		91'745	76'787	-	76'787
Charge of the year	174'396		174'396	157'548	-	157'548
Reclassification	-			-	-	-
Disposals	-			-		
At 31 December 2024	266'142	-	266'142	234'335	-	234'335
FX impact				29,626		29'626
Net book value	-		-	-		-
At 31 December 2024	438'332	-	438'332	395'984	-	395'984
At 1 January 2023	110'425	220'293	330'718	102'036	203'558	305'594
Additions	421'500	281'795	703'295	352'780	235'851	588'631
Reclassification	-	(426'737)	(426'737)	(357'162)	(357'163)	(357'163)
Disposals	(69'535)		(69'535)	(58'199)	-	(58'199)
At 31 December 2023	462'390	75'351	537'741	387'003	63'066	450'069
<b>Accumulated Amortization</b>						
At 1 January 2023	37'840		37'840	31'670	-	31'357
Charge of the year	94'720		94'720	79'277	-	79'277
Reclassification				-	-	-
Disposals	(40'814)		(40'814)	(34'160)		(34'160)
At 31 December 2023	91'745	-	91'745	76'787		76'787
<b>Net book value</b>	-		-	-		-
At 31 December 2023	370'645	75'351	445'996	310'216	63'066	373'282

## 7. NON-OPERATING RESULT

Non-operating expenses primarily consist of foreign exchange differences, financial charges, and other items that arise outside our core operating activities. Our reporting currency is USD, and significant changes in its value during the year have led to a substantial foreign exchange impact.

	USD		CHF	
	2024	2023	2024	2023
Non-operating expenses				
Foreign Exchange Impacts	(807'425)	444'948	(712'892)	398'486
Financial and Tax Charges	(265'215)	(254'674)	(234'164)	(228'081)
Other Non-Operating Items	(14'379)	(41'972)	(12'695)	(37'589)
Total	(1'087'020)	148'301	(959'751)	132'816

## 8. EXTRAORDINARY RESULTS

	USD		CHF	
	2024	2023	2024	2023
Extraordinary results				
Income Adjustments and Refunds	7'897	(12'965)	6'972	(11'611)
Intercompany and Expense Reallocations	(29'139)	15'444	(25'727)	13'831
Revenue Recognition Adjustments	(51'491)	-	(45'462)	-
Total creditors	(72'733)	2'479	(64'217)	2'220

## 9. DEBTORS

	USD		CHF	
	2024	2023	2024	2023
Amounts falling due within one year				
Debtors	8'810'105	7'966'117	7'958'961	6'667'359
Provision on debtors	-	-	-	-
Accruals	238'350	273'803	215'323	229'162
Accrued income	1'153'964	1'395'220	1'042'480	1'167'749
Other debtors	429'922	330'503	388'387	276'620
Total debtors	10'632'342	9'965'642	9'605'151	8'340'891

10. CREDITORS

	USD		CHF	
Amounts falling due within one year	2024	2023	2024	2023
Creditors	463'825	437'417	419'015	366'103
Accrual liabilities	653'337	633'181	590'219	529'950
Other creditors	6'011	5'663	5'430	4'740
Total creditors	1'123'174	1'076'261	1'014'664	900'793

11. PENSION LIABILITIES

2024	2024	2023	2024	2023
Earthworm employee Pension Foundation surplus cover	Economic benefit	Economic benefit	Change during the year	Personal cost
USD	-	-	-	1'006'037
CHF	-	-	-	908'843

In the year 2024 and 2023 there are no employer contribution reserves.

10. LEASE COMMITMENTS

	USD	CHF	USD	CHF
Time period	2024	2024	2023	2023
Within 1 year	185'449	167'532	337'003	282'059
Between 1 and 5 years	461'787	417'174	400'745	335'409
Over 5 years	196'756	417'174	226'659	189'705
Total	843'992	762'454	964'407	807'172

11. CONVERSION RATE

The annual average conversion rates used from USD to CHF to convert the statement of financial activities of 2023 and 2024 are respectively 0.89558 and 0.88292  
The closing rate used from USD to CHF to convert 2023 and 2024 financial years are respectively 0.83696 and 0.90339.

12. SUBSEQUENT EVENTS

No subsequent event has occurred.

13. FINANCIAL STATEMENTS

The Financial statements were approved by the Board on 27.06.2025.

ANNEX: SUPPORTERS DURING 2024

- Nestle
  - Cargill
  - Reckitt Benckiser Group (Reckitt)
  - Colgate Palmolive (CP)
  - The Hershey Company (Hershey)
  - Mars
  - Grupo Bimbo
  - Ferrero Trading Lux (FTL)
  - Givaudan
  - Flora Food Global Principal (FFGP)
  - Hershey Trading
  - Societe Financiere Des Caoutchoucs (SOCFIN)
  - Lindt And Sprungli (Lindt)
  - 3M
  - Pladis Foods
  - Enviva
  - PZ Cussons
  - PT Kutai Refinery Nusantara
  - Fuji Oil Holdings (FOH)
  - Cooperative U
  - Pepsico
  - Clorox
  - Les Mousquetaires (Mousquetaires)
  - Leclerc Acedelec (ACEDELEC)
  - Florin
  - Lipidos Santiga ES (LIPSA)
  - Maisons Du Monde FR (MDM FR)
  - Groupe Rocher
  - Vandemoortele (VAMIX)
  - Kenvue
  - Purina
  - Pro Fair Trade (PFT)
  - PX Precinox
- Gryfskand
  - DHG
  - La Fabril
  - Grupo Palmas
  - La Forestiere Du Nord (FDN)
  - Mr Bricolage
  - Carbonex
  - IOI Edible Oils (IOI)
  - Mapa
  - Thai Rubber Latex Group (THAITEX)
  - Industrie Bois Rousseau (IBR)
  - Alinea
  - 6020 - Private Donor
  - Walmart Foundation (WMF)
  - Alcoa Foundation (AF)
  - HSBC
  - Pictet Group Foundation
  - General Mills
  - Swisscontact
  - CAF Cargill Fund
  - 3Mgives
  - ADM Cares
  - Maisons Du Monde Foundation (MDMF)
  - Grupo Palmas
  - One Tree Planted (OTP)
  - Pernod Ricard India Foundation
  - Adobe
  - Louis Dreyfus Foundation (LDF)
  - Yayasan Matlamat
  - Pembangunan Mampan Malaysia (Yayasan MySDG)
  - Proudreed
  - Leopold Bachmann Stiftung
  - UNDP - United Nations Development Programme
  - ECOM USA
  - 6025 - Public Donor
- State Secretariat For Economic Affairs (SECO)
  - Swisscontact
  - ECOM USA
  - UNDP - United Nations Development Programme
  - United States Agency for International Development (USAID)
  - 6030 - Client
  - Purina
  - Airbus DS Geo
  - Chanel
  - McCain
  - Danone
  - Pepsico
  - Lidl FR
  - Toba Pulp Lestari (TPL)
  - Touton
  - Vivescia
  - Louis Vuitton Moet Hennessy (LVMH)
  - Bel Group
  - Barry Callebaut Sourcing (BCS)
  - AAK Global Headquarters (AAK HQ)
  - Labeyrie Fine Foods (LFF)
  - Pacific Rim Plantation Services (Pacific Rim)
  - Biomar
  - Oleon
  - Royal Frieslandcampina (Frieslandcampina)
  - Target
  - Clariant
  - Mcdonalds FR
  - Lactalis
  - Oxyane
  - Cargill Brazil

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"><li>• But</li><li>• Conforama</li><li>• Chanel Parfum</li><li>• Ulker Biskuvi</li><li>• Clasen Quality Chocolate (CQC)</li><li>• Avril</li><li>• Coop CH</li><li>• Puratos</li><li>• Sucden</li><li>• Mengniu</li><li>• Auchan</li><li>• COFCO East Ocean</li><li>• COFCO Excel Joy</li><li>• Saint Louis Sucre (SLS)</li><li>• IOI Pan Century Edible Oils (IOI)</li><li>• Enviva</li><li>• Migros</li><li>• The Livelihood Fund for Family Farming (L3F)</li><li>• Kao Corporation</li><li>• APRIL</li><li>• Riau Andalan Pulp And Paper (APRIL)</li><li>• IOI Edible Oils (IOI)</li><li>• Beiersdorf</li><li>• Solteam</li><li>• Carbobois</li><li>• Unigra</li><li>• AAK SG</li><li>• Tereos</li><li>• Schweizerische Industrie Gesellschaft (SIG)</li><li>• Argor Heraeus</li><li>• Metalor Technologies (Metalor)</li><li>• Bonduelle</li><li>• Industrializadora Oleofinos (Oleofinos)</li><li>• Team Foods Co (Alianza Team)</li><li>• Louis Dreyfus Company</li></ul> | <ul style="list-style-type: none"><li>FR (LDC FR)</li><li>• Metro</li><li>• Musim Mas</li><li>• Pasquier</li><li>• Casino</li><li>• Solidaridad Network (SN)</li><li>• Bridgestone</li><li>• Salud Foodgroup Europe (SFE)</li><li>• Compass Group</li><li>• Nutriswiss</li><li>• Agropalma</li><li>• Norwegian Seafood Council (NSC)</li><li>• SIFCA</li><li>• NON MEMBER</li><li>• Lidl International Stiftung (Lidl)</li><li>• Ardo</li><li>• Colgate Palmolive (CP)</li><li>• Business for Social Responsibility (BSR)</li><li>• Eurolysine</li><li>• Kaufland Stiftung (Kaufland)</li><li>• Carrefour</li><li>• Barry Callebaut Chocolate Asia Pacific (BCCAP)</li><li>• LRQA</li><li>• Kerevitas</li><li>• I Care</li><li>• Forest Conservation Fund (FCF)</li><li>• Meridian Institute</li><li>• Class M</li><li>• ONF International (ONFI)</li><li>• World Bank</li><li>• Decathlon</li><li>• Kormap</li><li>• Lavazza</li><li>• Sysco</li><li>• CIMB Group Holdings Berhad</li><li>• Olam Palm Gabon (OPG)</li><li>• Jolaks Manufacturing</li></ul> | <ul style="list-style-type: none"><li>• Auchan Retail Service (ARS)</li><li>• Mapa</li><li>• Kuala Lumpur Kepong (KLK)</li><li>• The Consumer Goods Forum</li><li>• Nouvelle MICI EMBACI</li><li>• Flamino</li><li>• Meralliance</li><li>• Alianza De Bioversity International Y El Centro Internacional De Agricultura Tropical (CIAT)</li><li>• Keck Seng MY</li><li>• Ansell</li><li>• IBECOSOL</li><li>• Kea Partners</li><li>• Alcampo</li></ul> |
|--|---|---|

CHARITABLE TRUSTS

- Walmart Foundation (WMF)
- Alcoa Foundation (AF)
- HSBC
- Pictet Group Foundation
- General Mills Foundation
- Swisscontact
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- Pernod Ricard India Foundation
- Adobe
- Louis Dreyfus Foundation (LDF)

ORGANISATIONS

- State Secretariat For Economic Affairs (SECO)
- Swisscontact



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