Gerana Initiative

Market Opportunity Scoping

How Business Sees Landscapes
Summary & Insights

Landscapes Reimagined.
Business Reinvented.

Gerana Initiative

With thanks for insight, dialogue and thought leadership.

We gratefully acknowledge the 41 MOS interviewees, the 36 Gerana Gathering participants who tested the MOS hypotheses, and the many others who contributed insights through one-to-one conversations - as well as those who continue to shape this work through ongoing dialogue, including the organisations featured here.

Special thanks to **Sappi** - a leading global diversified woodfibre company headquartered in Johannesburg, South Africa - for financially supporting this research and for their partnership with Gerana in advancing landscape-based collaboration.

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Navigating the MOS Series

The Market Opportunity Scoping (MOS) research is presented as a connected set of documents. At its core, the MOS Discussion Paper sets out six hypotheses and the underlying system insights. The MOS Summary & Insights offers a concise overview of the full series, while the MOS Briefings provide focused snapshots and deeper dives into key dimensions of the findings.

MOS Summary & Insights

Start here for a concise overview of the MOS research. This document summarises the six hypotheses, cross-cutting themes, views on success, wider system actors, and how these insights are being used to inform emerging levers for landscape collaboration and collective action.

MOS Discussion Paper

The core research document. It explores each of the six hypotheses in depth, highlighting design opportunities, areas of alignment and divergence across actors, and the emerging insights shaping how landscape collaboration and the system levers that support it may evolve in practice.

MOS Briefings

Briefing 1: Cross-Cutting Themes

From themes to conditions for collective action.
A closer look at the themes intersecting across the six hypotheses, revealing where coordination across actors, organisations, incentives and decision-making is most needed and where system-level levers can unlock progress.

Briefing 2: Views on Success

Understanding success in landscape-based collective action.
Explores how corporate actors (brands, suppliers and traders) define and measure success. Understanding these differences is key to designing landscape initiatives that align incentives across the supply network and enable coordinated, collective action.

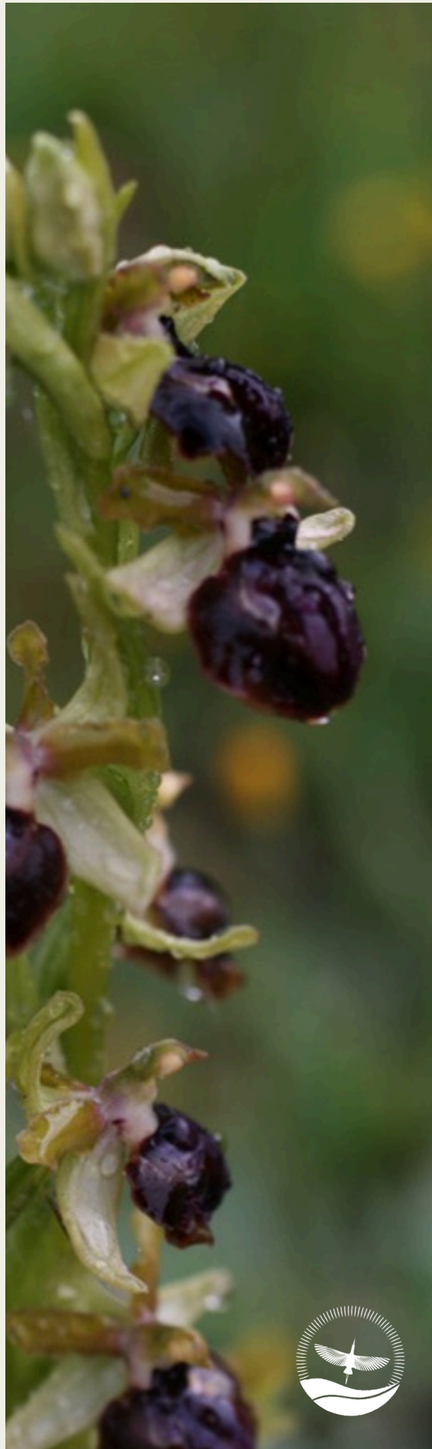
Briefing 3: Beyond the Business Lens

Corporate perspectives on other landscape stakeholders.
Reflects how corporate interviewees perceive critical landscape actors (including land stewards, governments, finance institutions and civil society), highlighting where collaboration, shared understanding and more inclusive system design are essential.

Briefing 4: MOS in Action

How the hypotheses were tested through dialogue.
Shows how the six hypotheses were tested and socialised through dialogue at the Gerana Gathering. The interactive “MOS Bingo” exercise helped participants explore systems thinking and identify priority areas where design levers can be applied in practice.

Contents



Introduction

An Appreciative Inquiry

What would it take for businesses to act collectively in the landscapes they depend on?

The Market Opportunity Scoping (MOS) explores how companies are beginning to engage in landscape collective action as the environmental and economic pressures shaping global production systems intensify.

Across sectors, businesses increasingly recognise that the health of the landscapes they depend on - including water security, ecosystem stability and community resilience - is becoming central to long-term supply resilience.

As a result, a growing number of companies are beginning to explore how landscape partnerships might support climate adaptation, ecosystem restoration and more resilient sourcing systems, while contributing to a more regenerative and inclusive economic model over time.

The MOS series brings together insights from 41 interviews across 34 global companies, including CEOs, C-suite executives and senior sustainability leaders across brands, suppliers and traders.

These insights are complemented by deeper analysis of the interview findings and dialogue sessions convened through the in-person Gerana Gathering.

The research identified six working hypotheses describing key system levers for designing effective landscape collective action.

These hypotheses were further explored through interactive dialogue at the Gerana Gathering, including the MOS “Connection Bingo” designed to catalyse participant conversation and sharing of ideas.

Taken together, the interviews, analysis and dialogue highlight a system in transition. While landscape collective action remains an emerging practice, common design questions are beginning to surface - particularly around how actors align incentives, share decision-making and coordinate investment across landscapes in ways that support both ecological and economic resilience and equitable outcomes for the people who live and work within them.

The Beginning of a Dialogue

The MOS series is therefore intended not only as research, but as a platform for dialogue.

By surfacing emerging patterns and structural tensions, the aim is to support companies, land stewards, investors and civil society organisations in exploring how landscape partnerships can evolve into durable systems of collective action - shaping pathways toward a more regenerative economy.

The MOS as a System of Connected Insights

The MOS can be understood as an interconnected system of insights for designing and enabling landscape collective action.

The six hypotheses identify key system levers, while the cross-cutting themes highlight the conditions shaping how these levers operate in practice. Additional briefings explore how success is understood, who participates, and how dialogue advances collective action.

System Levers

Six Hypotheses *(Discussion Paper)*

- Design for Time Horizons
- Centre on Trust (But define it)
- Construct a Resilience Frame (Not just Sustainability)
- Rebalance Governance (Not just Engage Stakeholders)
- Build the Capital Stack (Not just Find Funding)
- Make Knowledge Useful (Not just Make Available)

These levers represent key points in the system where coordinated action, investment and design can unlock progress in practice.

System Conditions

Cross-Cutting Themes *(Briefing 1)*

- Align Procurement and Sustainability
- Bridge Institutional Divides
- Ground Action in Local Context
- Coordinate Multiple Land Uses
- Work with Ecological Complexity
- Build Adaptive Systems

These conditions shape where coordination is required across organisations, institutions and landscapes and how effectively system levers can be activated.

Wider Stakeholder System

Beyond the Corporate Lens *(Briefing 3)*

- Land Stewards
- Governments and Policymakers
- Financial Institutions and Investors
- NGOs and Civil Society
- Certification and Standards Bodies

Corporate actors operate within, and interact with, a wider system of stakeholders - highlighting the importance of more inclusive, landscape-level collaboration.

Success Connectors

Views on Success *(Briefing 2)*

- Definitions of Success
- Measures of Success
- Evidence Required
- Success Signals Between Business Actors

Different actors define, recognise and measure progress in different ways, revealing the importance of aligning incentives across the supply network to enable coordinated, collective action.

Collective Dialogue

MOS in Action *(Briefing 4)*

The MOS hypotheses were tested through dialogue at the Gerana Gathering (in the UK, November 2025), where participants explored interconnections and priority areas for collective action.

Ongoing dialogues and roundtables will continue this cycle of learning, action and reflection as the work evolves.

“While all interviewees acknowledge the urgent need for resilient landscapes, fundamental tensions exist around time horizons (quarterly vs. decadal), power dynamics (who decides vs. who implements), and capital allocation (who pays for what). These tensions represent design challenges rather than barriers, pointing to where practical innovation is most needed.”

Simon Cooper, Lead MOS Interviewer, Gerana Initiative

MOS - Discussion Paper
See the MOS How Business Sees Landscapes - Discussion Paper - for a full exploration of each hypothesis.

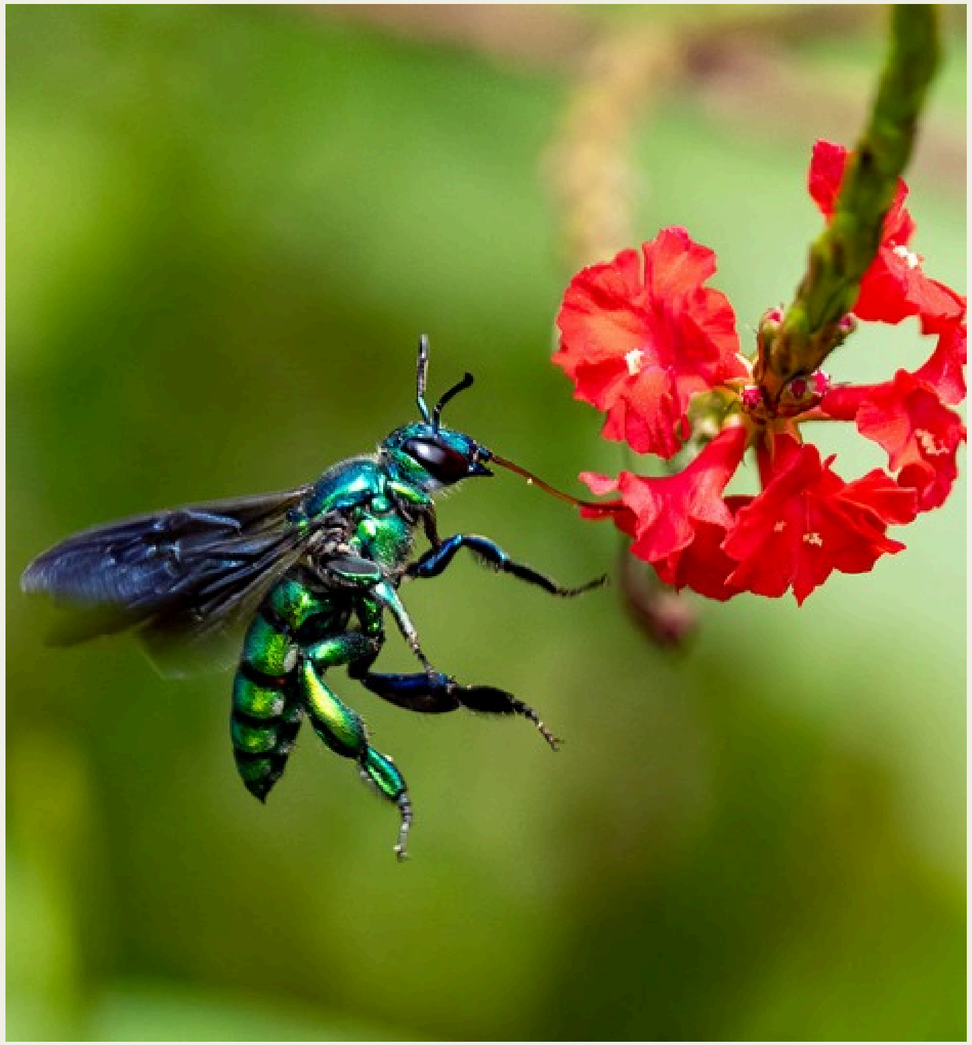
Six Hypotheses

How to read the Hypotheses

Each hypothesis is presented as a testable proposition that can function as a system lever for landscape collective action.

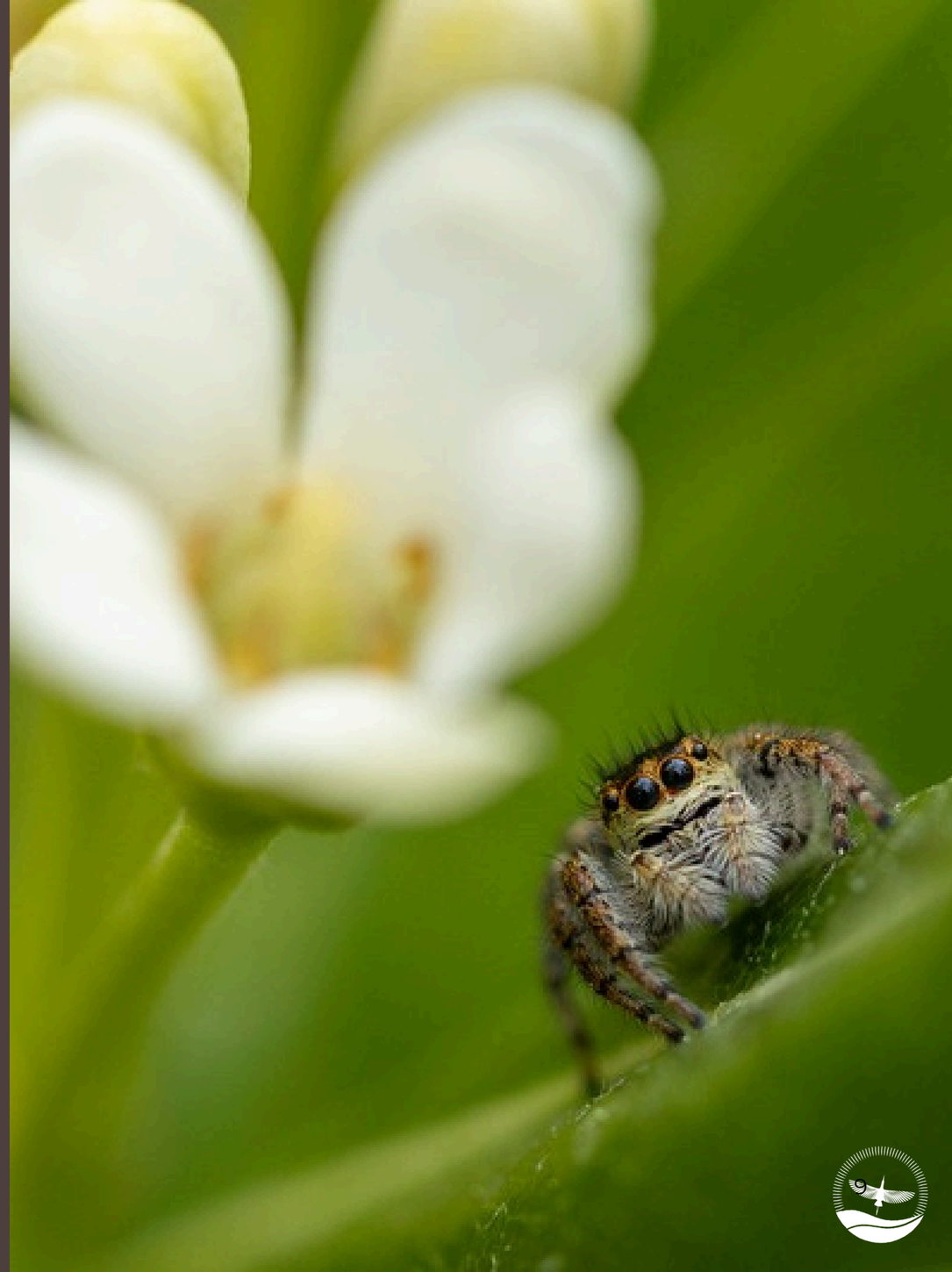
Pages 10-12 summarise the design opportunity emerging from interviews, where perspectives converge and diverge, the implications for measurement and impact, and the resulting design insight.

For a more in depth exploration of each hypothesis see the MOS Discussion Paper.



“Sustainability was a ‘nice to have.’ Resilience is a ‘must have.’ When your supply chain gets hit by drought three years in a row, you stop talking about targets and start talking about survival.”

Very Large Brand/Retailer, Food/Fibre/Bev



Six Hypotheses

Hypothesis 1: Design for Time Horizons

Design Unlock
Landscape action succeeds when it intentionally integrates short-, medium-, and long-term value creation.

Points of Agreement
- Regeneration takes decades
- Budgets operate annually
- Leadership turnover disrupts continuity
- Markets reward short-term performance

Points of Difference
- Brands prioritise disclosure cycles
- Suppliers need long-term stability
- Traders manage incompatible timelines

Implications for Measurement and Impact
Measurement systems must integrate short-, medium-, and long-term milestones. Long-term recovery remains under-measured unless required by regulation.

Design Insight
Successful landscape initiatives layer time horizons rather than forcing stakeholders onto a single timeline - allowing visible short-term progress while building the foundations for long-term landscape resilience.

Hypothesis 2: Centre on Trust

Design Unlock
Trust must be intentionally designed into governance, transparency and benefit-sharing structures - not left to informal relationships.

Points of Agreement
- Trust underpins collaboration
- Relationships matter more than contracts
- Past failures shape current behaviour
- Local legitimacy is critical

Points of Difference
- Brands focus on reputational risk
- Suppliers prioritise commercial reliability
- Traders rely on long-standing relationships

Implications for Measurement and Impact
Without governance, transparency and feedback mechanisms, trust remains informal and fragile. Measurement systems rarely capture relational quality, despite its central role in sustaining collaboration.

Design Insight
Trust in landscape collaboration cannot rely on personal relationships alone. It must be supported by governance, transparency and fair benefit-sharing - turning trust from a fragile condition into a system design feature.

Six Hypotheses

Hypothesis 3: Construct a Resilience Frame

Design Unlock
Supply chain resilience is a primary driver. Design landscape collaboration around securing long-term supply reliability.

Points of Agreement
- Climate disruption is intensifying
- Supply volatility is increasing
- Volume security matters more than marginal cost
- Nature risk is financially material

Points of Difference
- Brands emphasise investor expectations
- Suppliers focus on production stability
- Traders prioritise logistical reliability

Implications for Measurement and Impact
Resilience benefits remain under-valued and weakly measured. Without shared risk metrics and scenario analysis, investments in ecosystem stability struggle to compete with short-term efficiency gains.

Design Insight
Reframing landscape action around supply resilience - rather than sustainability alone - aligns ecological stability with core business priorities, making long-term investment more strategically credible.

Hypothesis 4: Rebalance Governance

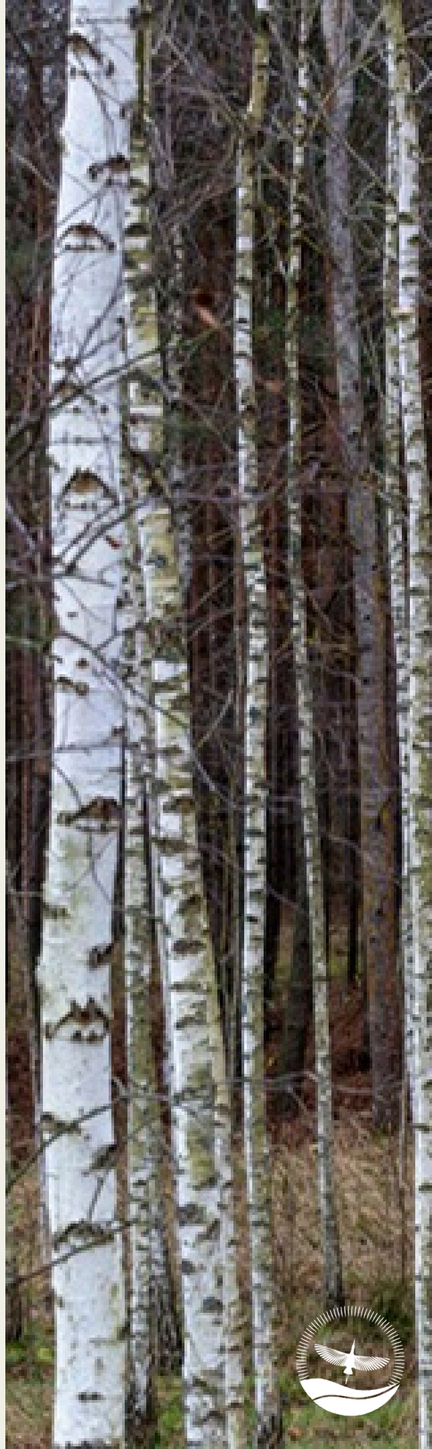
Design Unlock
Landscape action strengthens when decision-making is shared across the system.

Points of Agreement
- Current models are top-down
- Local knowledge is under-utilised
- Value beyond commodities is poorly rewarded
- Sustainability premiums can produce unintended outcomes

Points of Difference
- Brands emphasise scalability
- Suppliers prioritise commercial viability
- Traders focus on transaction efficiency

Implications for Measurement and Impact
Impact frameworks rarely track decision rights, benefit-sharing or risk distribution. Without these indicators, governance imbalances remain largely invisible.

Design Insight
Durable landscape collaboration depends on governance structures that distribute decision-making, recognise local knowledge and align incentives across actors.



Six Hypotheses

Hypothesis 5: Build the Capital Stack

Design Unlock
Landscape transformation requires coordinated capital across different risk appetites and time horizons.

Points of Agreement
- Blended finance is necessary
- Early-stage risk is hard to absorb
- Public and private capital must align
- Long-term funding is scarce

Points of Difference
- Brands favour flexible contributions
- Suppliers seek predictable revenue
- Traders want efficiencies of scale

Implications for Measurement and Impact
Measurement should demonstrate credible pathways for capital - clarifying risk, signalling progress and enabling different investors to participate across the stages of landscape transition.

Design Insight
No single actor can finance landscape transformation alone. Effective landscape finance stacks different forms of capital across stages - blending public, private and philanthropic investment to share risk and sustain long-term change.

Hypothesis 6: Make Knowledge Useful

Design Unlock
Landscape action accelerates when knowledge becomes decision-relevant - especially in a rapidly evolving landscape of standards and innovation.

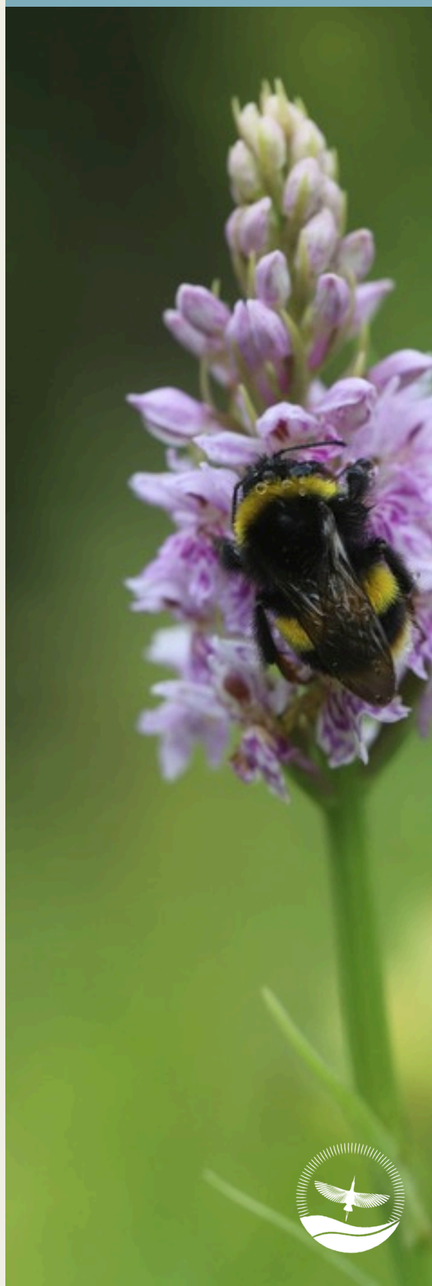
Points of Agreement
- Data gaps persist
- Reporting burdens are rising
- Duplication is widespread
- Local data is undervalued

Points of Difference
- Brands prioritise compliance reporting
- Suppliers focus on operational data
- Traders emphasise traceability

Implications for Measurement and Impact
Without interoperable systems and common standards, data remains fragmented. Measurement frameworks must enable interoperability, aggregation, verification and shared learning across scales.

Design Insight
Knowledge becomes valuable when it supports decisions. Aligning data systems, standards and local knowledge can turn fragmented information into shared insight that guides coordinated landscape action.

MOS Discussion Paper
See the MOS Discussion Paper for the full research findings.



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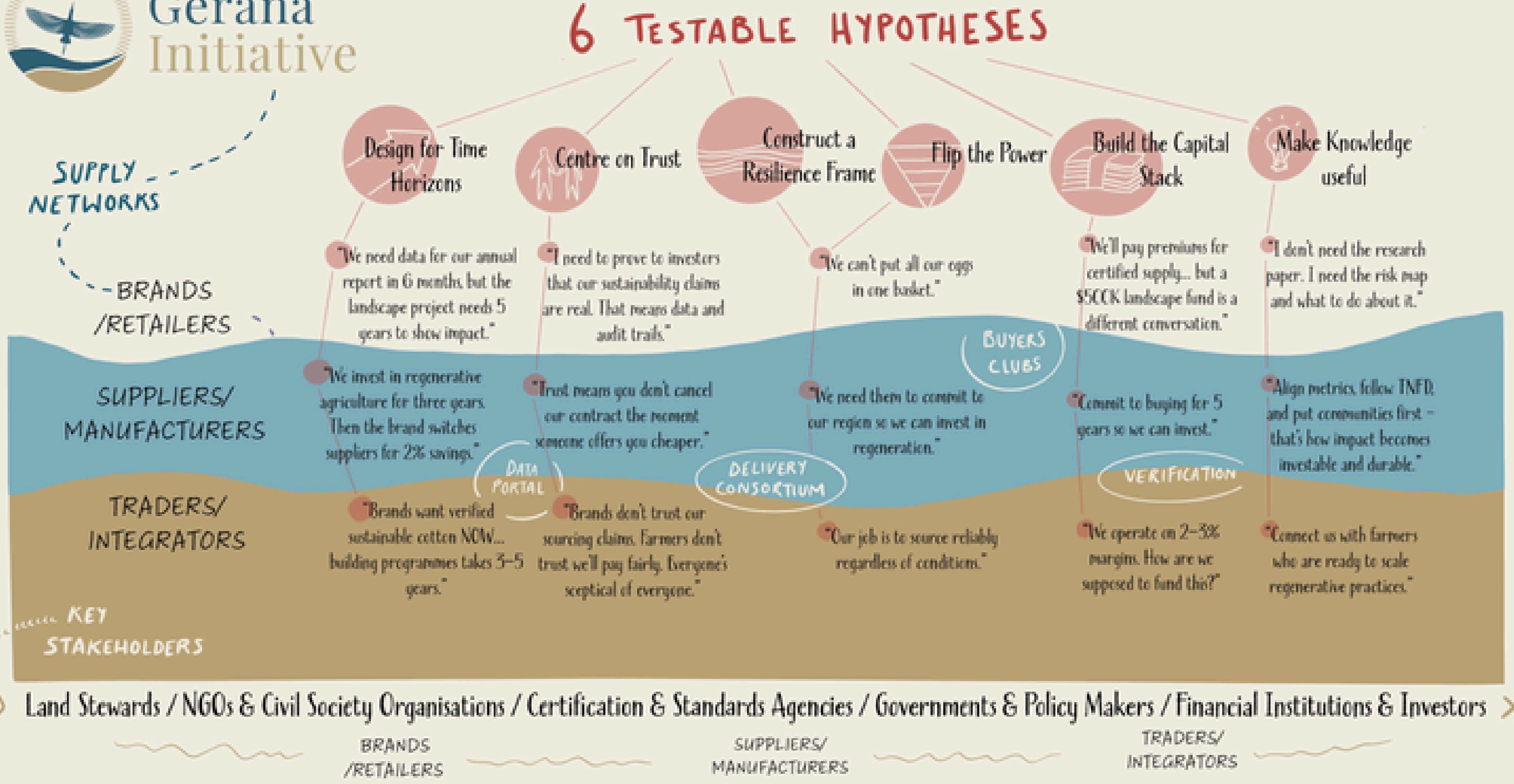


Cross-Cutting Themes

How systems need to connect for landscape collaboration to work

Across the MOS interviews and analysis, several cross-cutting themes emerged that shape how landscape collaboration unfolds in practice.

While the six MOS hypotheses highlight potential system levers, these themes reveal the system conditions that influence whether those levers can operate effectively.

In particular, interviewees consistently pointed to the need for greater coordination across organisational silos, across land uses, and across the diverse actors who share responsibility for landscape outcomes.

Landscape initiatives therefore require more than technical solutions. They require systems capable of working with ecological complexity, institutional fragmentation and long-term change.

See table overleaf for a summary of how the cross-cutting themes function as “conditions”, shaping how the MOS hypotheses operate as system “levers”.

Reflections from the research

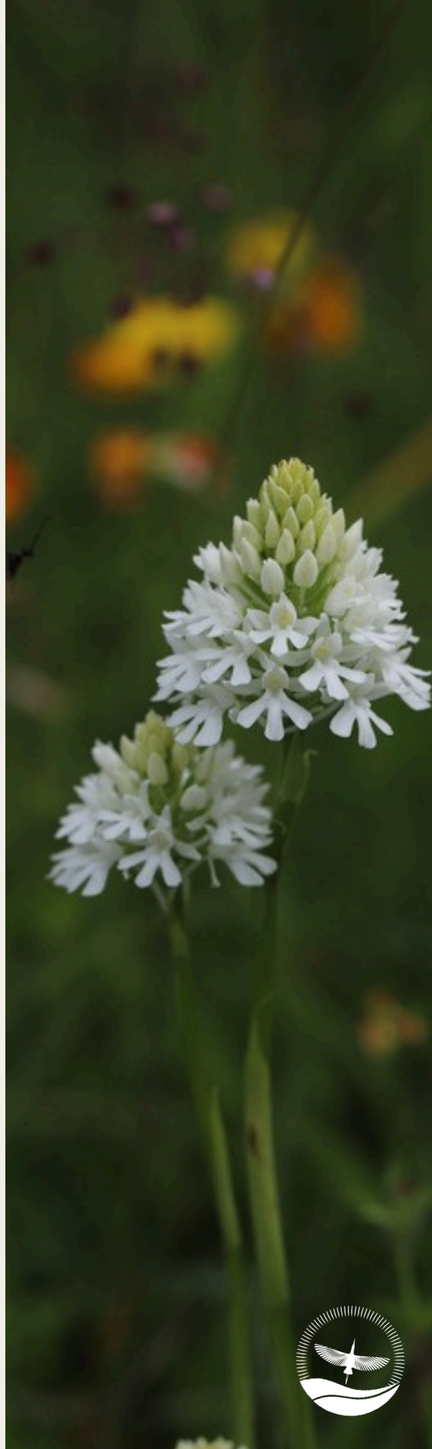
Three reflections emerge from these cross-cutting themes.

1. **Internal alignment is foundational.** Landscape collaboration often stalls before it begins because organisations themselves are not aligned. Procurement, sustainability, finance and operations frequently operate under different incentives and time horizons.
2. **Landscapes require systems thinking.** Landscapes are complex adaptive systems. Efforts to simplify them into single metrics or isolated projects risk removing the very dynamics that enable resilience.
3. **Coordination capacity is essential.** Landscape collaboration requires actors operating across different institutions, mandates and geographies. Designing mechanisms that bridge these differences is as important as the technical interventions themselves.

What this means for landscape collaboration

These findings reinforce one of the central MOS insights: landscape collective action depends as much on organisational redesign and coordination as on field-level activity.

When organisations align internally and coordination mechanisms exist across institutions, landscape initiatives are far more likely to move beyond isolated projects toward durable systems of collaboration.



Briefing 1 - Cross-Cutting Themes
See Briefing 1 for deeper insights into the system conditions shaping coordination across landscapes.

Matrix: Designing for Collective Action

This table shows how landscape collective action depends on multiple design levers interacting with system conditions simultaneously. Together, they form the design architecture of landscape collaboration. The six hypotheses identify system levers for collective action, while the cross-cutting themes reveal the conditions that shape how these levers operate in practice.

Hypotheses (Levers) / Themes (Conditions)	Align Procurement & Sustainability	Bridge Institutional Divides	Ground Action in Local Context	Coordinate Multiple Land Uses	Work With Ecological Complexity	Build Adaptive Systems
Design for Time Horizons	Procurement cycles vs ecological timelines	Different actors operate on disconnected timelines	Ecological recovery unfolds over decades	Long-term land-use coordination required	Multiple timelines interact across the system	Governance and investment must evolve over time
Centre on Trust	Internal alignment builds credibility	Trust must extend across institutions	Local legitimacy underpins trust	Cooperation across land uses requires trust	Transparency needed in complex systems	Long-term relationships sustain collaboration
Construct a Resilience Frame	Procurement embeds resilience incentives	Cross-sector collaboration enables resilience	Resilience is defined differently in place	Landscape resilience depends on land-use coordination	System risks must be understood holistically	Strategies must evolve as conditions change
Rebalance Governance	Internal governance shapes external partnerships	Shared decision-making across institutions	Local actors must influence strategy	Governance must span competing land uses	Governance must recognise system interdependencies	Institutions must adapt as landscapes evolve
Build the Capital Stack	Procurement signals unlock investment	Finance must align across institutions	Capital must reach local actors	Investments must support whole landscapes	Blended finance must reflect system complexity	Capital must shift across phases of transition
Make Knowledge Useful	Operational data informs sourcing decisions	Knowledge must flow across institutions	Local knowledge must be recognised	Landscape data integrates land uses	Knowledge must remain contextual	Learning systems must evolve over time

Views on Success

How business recognises value and progress.

Across the interviews, it became clear that actors across the supply network often pursue the same broad goals - resilient production systems, stable and sustainable supply - but recognise progress through different signals of success.

Brands and retailers often focus on supply security, reputation and regulatory risk.

Suppliers and manufacturers tend to emphasise operational continuity, margins and production realities.

Traders and integrators often prioritise market stability and the flow of commodities across sourcing regions.

These differing perspectives reflect the distinct roles each actor plays within global production systems. They also influence how value is recognised, how progress is measured and where investments are prioritised.

See table overleaf for a comparative summary of how success is perceived across the supply network.

Reflections from the research

Three reflections emerge from these differing views of success.

1. **Success is defined differently across business.** Brands, suppliers and traders evaluate outcomes through different lenses - including risk management, operational efficiency, compliance and financial return. These perspectives are not contradictory, but they shape how actors recognise value within landscape initiatives.
2. **Time horizons shape behaviour.** Landscape regeneration unfolds over decades, while most corporate and operational decision cycles operate over years. Misalignment between ecological timelines and business planning cycles remains a fundamental constraint.
3. **Collective action requires shared success frameworks.** Without a shared understanding of what success looks like - and how it will be measured - partnerships struggle to move beyond early experimentation.

What this means for landscape collaboration

These findings suggest that defining success collectively is a prerequisite for collective action.

Landscape collaboration becomes possible when the signals businesses use to recognise success begin to align with the ecological signals that indicate landscape recovery. When this alignment occurs, landscape outcomes and business resilience reinforce one another.

Briefing 2 - Views on Success
See Briefing 2 for deeper insights into how different actors define and measure success across the supply network.

Matrix: Success Signals Between Business Actors

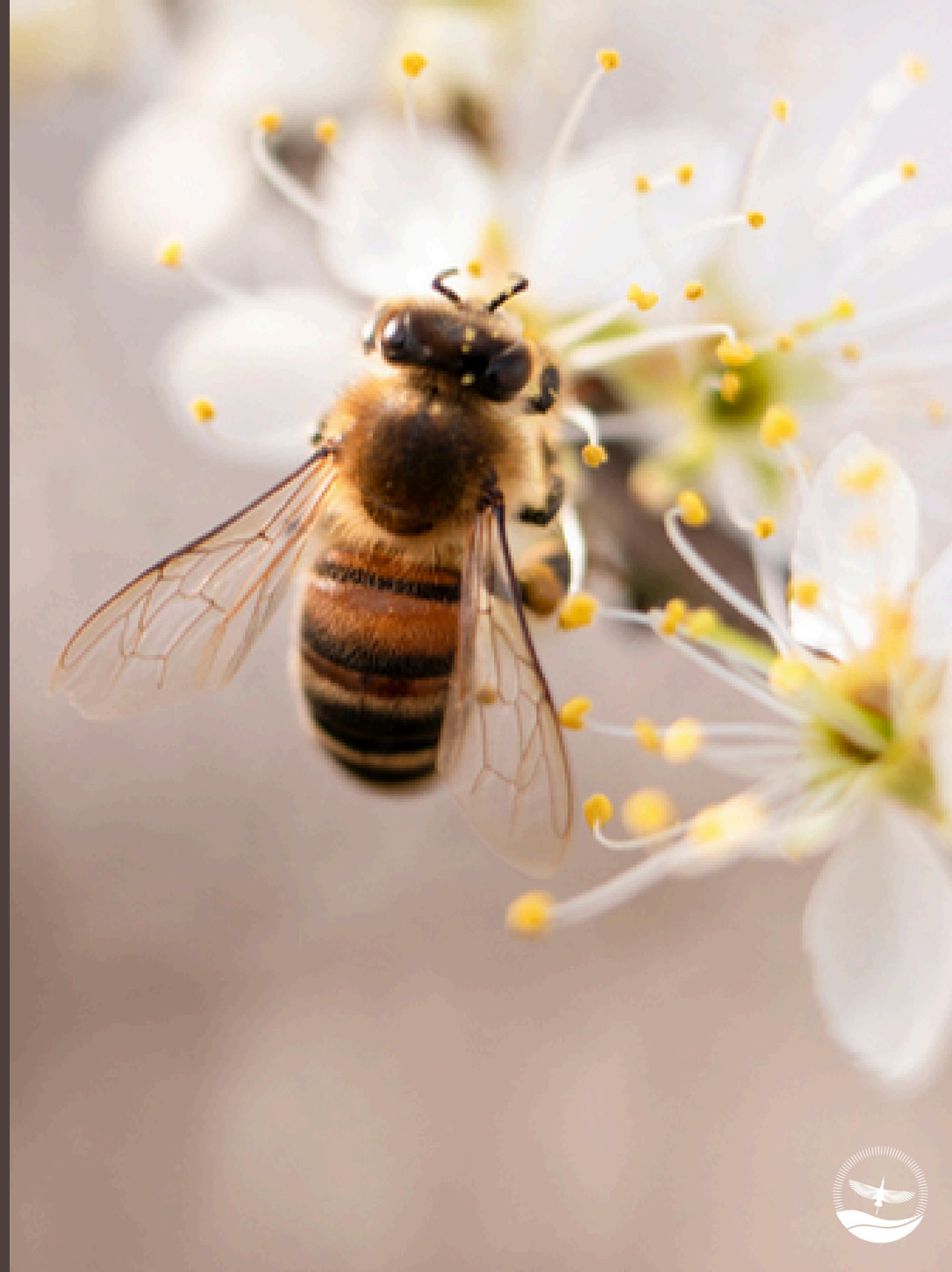
Interviews highlighted that companies recognise progress through different signals depending on their role in the value chain. In practice, these signals reflect how each actor understands and manages risk — shaping how success is defined, how progress is measured, and what evidence is required. Aligning these signals across actors is essential for landscape collective action to function in practice.

Success Story Actor	Risk Perspective	What Success Looks Like	Typical Success Metric	Evidence Required
Brands / Retailers	Reputational risk, regulatory exposure, supply disruption.	Demonstrated impact supporting ESG commitments while strengthening long-term supply security.	ESG-reportable outcomes, verified sustainability claims, traceable sourcing regions, risk mitigation indicators.	Credible reporting frameworks, third-party verification, traceability systems, impact data linked to sourcing regions.
Suppliers / Manufacturers	Commercial volatility, buyer switching, compliance risk.	Stable customer demand and operational continuity while meeting buyer sustainability requirements.	Order volume stability, cost control, production efficiency, compliance with certification or sourcing standards.	Buyer commitments, certification or audit compliance, operational performance data.
Traders / Integrators	Price volatility, logistics disruption, counterparty risk.	Reliable flow of quality product at predictable price and margin across multiple producers & buyers.	Margin stability, supply continuity, logistics efficiency, product quality consistency.	Track record of delivery, trusted relationships across buyers and producers, operational data.
Producers / Land Stewards	Climate variability, ecological degradation, market instability.	Secure livelihoods and productive ecosystems capable of sustaining output over time.	Soil health, yield stability, water availability, biodiversity indicators, long-term land productivity.	Observable ecological improvements, stable market access, fair value capture for production.

Note: Interviews for the MOS were conducted with businesses across the value chain. The perspective on producers and land stewards is included to complete the system view and is drawn from additional conversations rather than direct interview responses.

“Really companies should be collaborating with each other and with NGOs and the NGOs should be collaborating with each other, and ideally, there wouldn’t be people competing for the same growers and for the carbon. There has to be ways to designating official landscape zones. And this is how everybody can plug into that.”

Very Large Trader/Integrator, Food/Fibre/Bev



Beyond the Corporate Lens

Understanding the wider landscape system

The MOS research intentionally focused on corporate perspectives to understand what would unlock business participation in landscape collective action.

Companies influence how capital flows, how sourcing standards are set, how risk is managed and how environmental claims are made. Understanding how business leaders define success - and where they experience friction - provides an important starting point for system design.

However, landscape transformation cannot be corporate-led alone. Landscapes are shaped by a wider network of actors whose decisions influence land use, ecosystem health and long-term livelihoods.

Corporate interviewees consistently highlighted the importance of:

- Producers and Land Stewards
- Governments and Policymakers
- Financial Institutions and Investors
- NGOs and Civil Society Organisations
- Certification and Standards Bodies

(See Briefing 3 for deeper insights into how these actors interact across the landscape system.)

Reflections from the research

Three insights stand out.

1. **Landscape action is system-dependent.** No single actor can deliver transformation alone. Each stakeholder group holds distinct authority, capability and constraints, and the feasibility of collective action depends on how these roles interact.
2. **Misalignment is structural.** Tensions between conservation and production, regulation and implementation, and patient capital versus short-term returns reflect systemic incentive misalignments (not a lack of intent).
3. **Trust and legitimacy are decisive.** Land stewards are widely recognised as essential partners, yet they are often under-represented in decision-making. Trust, legitimacy and meaningful participation therefore become central to durable landscape collaboration.

What this means for landscape collaboration

These insights reinforce a core MOS finding that landscape collaboration is limited less by intent than by the absence of enabling system design.

Durable partnerships depend on recognising the roles of the wider landscape system and creating governance structures that allow these actors to participate meaningfully in shaping landscape outcomes.

Briefing 3 - Beyond the Corporate Lens
See Briefing 3 for deeper insights into how corporate actors perceive the wider stakeholder system shaping landscape action.

Briefing 4 - MOS in Action
See Briefing 4 for deeper insights into how the hypotheses were tested through dialogue and collective reflection at the Gerana Gathering.

The MOS in Action

From research insight to collective dialogue

The MOS research did not end with the interview phase. To explore how the hypotheses resonated across a broader community of practice, elements of the research were tested through a live dialogue exercise at the Gerana Gathering.

Business leaders, finance actors, NGOs and landscape practitioners were invited to engage directly with the six MOS hypotheses through an interactive “MOS Bingo” exercise. The session treated the hypotheses as prompts for shared inquiry.

Participants reflected on which themes felt most important, where they saw connections between them, and how the hypotheses resonated with their own experience of landscape collaboration.

The exercise provided an opportunity to explore how the research insights function when examined collectively - extending the MOS inquiry beyond interviews into facilitated dialogue.

Reflections from the dialogue

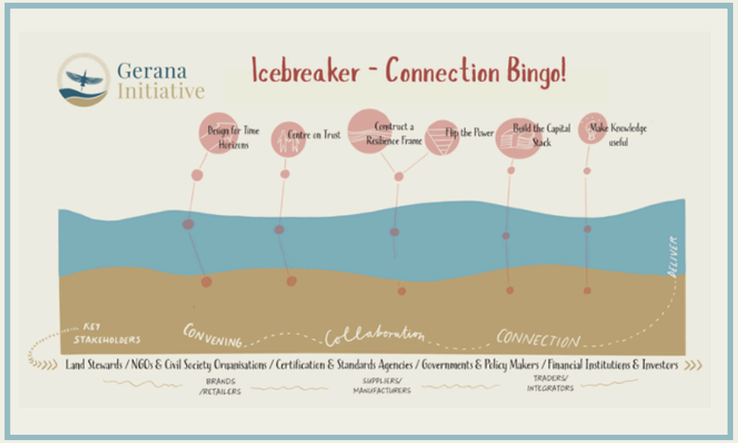
Three insights emerged from this live testing of the hypotheses.

1. **Dialogue makes system connections visible.** When actors from different sectors examine the hypotheses together, differences in time horizons, capital allocation, governance expectations and power dynamics quickly surface. Making these connections visible is a critical step toward designing workable collaboration.
2. **Shared language accelerates coordination.** The MOS hypotheses provide a common frame of reference that helps participants move from fragmented perspectives toward shared understanding. This shared language makes it easier for diverse actors to engage in productive dialogue about complex landscape systems.
3. **Dialogue signals readiness for systems change.** Participants were willing to engage with systemic issues, including uneven power dynamics, new capital structures and cross-sector coordination. This proves that there are actors who recognise the systemic nature of the challenge and are increasingly prepared to examine it collectively.

What this means for landscape collaboration

These insights suggest that research alone is not enough. Collective action emerges when insights are translated into shared dialogue, experimentation and learning across actors.

The MOS therefore functions not only as a research output, but as a platform for ongoing inquiry. Through future dialogues and roundtables, the hypotheses continue to serve as tools for exploring how landscape partnerships can evolve into durable systems of collective action.



Conclusion

Signals of a System in Transition

While landscape collaboration evolves differently across places and sectors, common enabling factors for progress are beginning to emerge. These include aligning incentives across actors, strengthening inclusive governance and developing coordinated investment approaches that support landscape transitions over time.

The MOS hypotheses therefore serve as conversation starters, helping companies, landscape actors and institutions explore how these conditions for system change can be designed and strengthened in practice.

The MOS research highlights a system in transition. Across interviews, companies increasingly recognise that landscape health - including water security, ecosystem stability and community empowerment and agency - is becoming central to long-term supply resilience.

For many actors operating closest to production, these risks are already tangible. Water availability, ecosystem stability and community dynamics can determine whether production continues at all, making landscape resilience a daily operational concern rather than a distant sustainability objective.

Yet landscape collaboration remains an emerging practice. Actors across the supply network approach these challenges from different roles and decision contexts, shaping how they engage with landscape initiatives.

For instance:

- **Brands and retailers** focus on supply security, reputation and regulatory risk.
- **Suppliers and manufacturers** emphasise operational continuity, margins and production realities.
- **Traders and integrators** prioritise market stability and the flow of commodities across complex sourcing regions.

The research also illuminated several structural tensions shaping landscape collaboration, particularly around time horizons, power dynamics and capital allocation. At the same time, it highlighted growing recognition among companies that long-term success increasingly depends on progress in climate adaptation, ecosystem restoration and sourcing transitions.

Achieving this progress requires working in partnership with land stewards, communities, governments, finance institutions and civil society - not only through philanthropic support, but through shared governance, coordinated investment and long-term collaboration.

From Insight to Action

The fourth briefing, MOS in Action, explored how the hypotheses could function as practical tools for dialogue. At the Gerana Gathering, the interactive MOS Bingo exercise invited participants to test the hypotheses with one another and against real-world experience.

MOS interviews and emerging insights now inform wider dialogues, supporting an iterative and dynamic approach to landscape collective action.

“The six hypotheses reveal a turning point: landscape and regenerative transformation now depend on systemic redesign. What is striking is that corporate leaders across the value chain are calling for deeper cross-sector collaboration to unlock that change. There is not yet consensus on how - but there is growing recognition that the current system cannot deliver what’s needed.”

Paul Greenep, Business Lead & MOS Analyst, Gerana Initiative

Gerana Initiative

The Gerana Initiative convenes companies to act together where they source - linking supply chain decisions to real landscape outcomes for nature, climate and livelihoods, and building investable, place based pathways for long-term resilience and a just transition.

www.geranainitiative.earth

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About the images in the MOS Series

Why insects?

Insects pollinate crops, build soils, regulate pests, and sustain entire food webs - yet studies suggest that up to 40% of insect species are in decline globally, with many populations falling rapidly.

The images in this series - insects, flowers, spiders - are a reminder that healthy landscapes are living, intricate networks, where even the smallest actors hold everything together.

If we lose them, we lose far more than we can see.