

# SUSTAINABLE FUTURES CONFERENCE

Business transformation for  
the era of climate disruption

## THE STORY OF GREEN & BLACK'S: lessons from changing the world, one square of chocolate at a time

**Jo Fairley**

Co-founder, Green & Black's



GREEN  
&BLACK'S  
ORGANIC

**If you don't do it,  
you'll never know what  
would have happened if  
you had done it...**



**‘Doing good  
is good for  
business’**

Dame Anita Roddick

**GREEN &  
BLACK'S  
ORGANIC DARK  
CHOCOLATE**

**100g**

**3.5oz**

**70%  
COCOA SOLIDS**

**CERTIFIED  
ORGANIC BY**







# THE INDEPENDENT

## Right-on, and it tastes good, too

ORGANIC CHOCOLATE goes on sale in natural food stores throughout Britain for the first time this month. Green and Black's Organic Chocolate comes from plantations in Togo, West Africa, which have been kept completely free from pesticides and chemical fertilisers, and are certified as organic by the French equivalent of our Soil Association, Nature et Progrès.

Sceptics who might assume that any such chocolate, coming from outside established chocolate channels, would be "right-on" but fairly gruesome on the palate, are in for a surprise. The cocoa beans are imported to France, where they are manufactured into chocolate by specialist chocolatiers Sobocam at Dijon, and Pelletier, in St Etienne. The blend of ecological agriculture

and French chocolate expertise has produced a winner. Green and Black is a powerful, military-style chocolate with a potent, dark, almost coffee flavour and weighs in at a very serious 70 per cent proportion of cocoa solids. Sugar is kept well in the background, making this a sure-fire hit with lovers of long, dark chocolate.

Its arrival intensifies the debate around pesticide use in cocoa plantations. A new book, *The Pesticide Handbook* (Hurst, Hay, and Dudley, £22.50 Journeyman), uses the cocoa industry as a case history illustrating the problems of pesticide use in developing countries. One of the authors, Dr Alastair Hay, describes plantations he has visited in Brazil where he found peasant farmers using toxic chemical sprays in choking conditions with no protection other than rubber boots to prevent snake bites.

"Many of the pesticides used on cocoa plantations have been banned in Europe and the US because they are too dangerous." He points out that many cocoa workers are either illiterate and so cannot read any rudimentary instructions for pesticide use, or have not been properly trained. That produces a catalogue of problems from plantation poisoning and accidents to skin rashes and chronic illnesses among workers.

"Advertising, together with direct pressure from manufacturers to increase pesticide usage is making the problem worse. National laws designed to control pesticide use are either too weak, or simply ignored because there are not enough people to enforce them," says Dr Hay.

The activities of transnational companies in encouraging growers to rely more on pesticides comes in for further criticism from Craig Sams, supremo at Whole Earth Foods. In 1987, he visited cocoa growers in Belize.

"The Mayan growers were still practising the traditional biological system of interspersing wild cacao plants amongst the cultivated cocoa trees to strengthen their genetic resistance. Then the American Hershey Corporation came along with hybrid cocoa

trees that could crop several times a year. They offered free trees and premium payments for cocoa beans if

growers would rip up the wild plants and replant their plantations. Gullible farmers put the new trees in, and found that although they were higher-yielding, they were more prone to fungal disease and needed much more fertilisers.

"By 1990, the cocoa price had dropped and Hershey was not paying the same premiums. The rising costs of reliance on pesticides and fertilisers meant that farmers were actually worse off than before. Meanwhile, the sustainable agriculture system they had used for centuries was screwed up," says Mr Sams.

When it comes to the health of chocolate consumers, rather than cocoa producers or the environment, it is known that residues of pesticides do turn up in beans. Industry bodies, such as the Biscuit, Cake, Chocolate and Confectionery Alliance, argue that these are minute, and far below government safety levels. Dr Hay agrees that there is no evidence to suggest that residue levels are dangerous. But he says the question to ask is: "Do pesticides need to be there at all?"

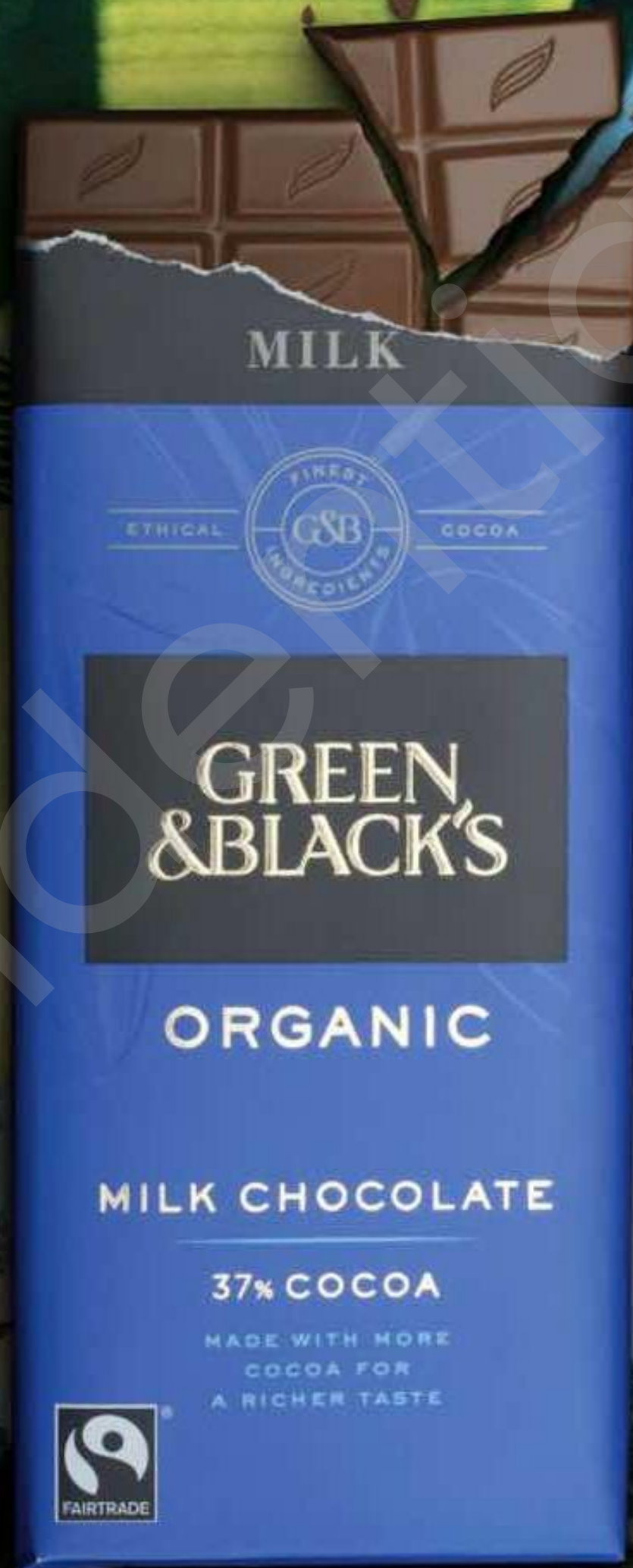
*Green and Black is a powerful, military-style chocolate with a potent, almost coffee flavour*

Green and Black's organic chocolate is on sale this month in natural food stores, £1.89 for 100gms.

March 1994  
The UK's first  
Fairtrade-marked Product








**WILDLY · DELICIOUSLY · ORGANIC**

Risilience Sustainable Futures Conference 12<sup>th</sup> October 2023

A man with short dark hair and a slight smile, wearing a red polo shirt with thin white horizontal stripes, is positioned in the center-right of the frame. He is surrounded by a large, dense pile of cocoa beans in various stages of ripeness, showing shades of green, yellow, and brown. The background is dark, making the beans and the man stand out. The text is overlaid on the left side of the image.

**Our customers like to know that every time they buy a bar of chocolate, it really makes a difference...**



**90% of Maya village children now go on to secondary school**





**“Perfect is the  
enemy of good”**  
*-Voltaire*


An aerial photograph of a dense, lush green forest. The trees are packed closely together, creating a vibrant, textured canopy of various shades of green. The lighting is bright, highlighting the individual crowns of the trees.

**No greenwashing.  
But don't 'greenhush', either.**



What  
gives  
your life  
meaning?



A group of people are high-fiving in a bright, indoor setting. In the foreground, a woman with dark hair, wearing a blue zip-up top, is smiling and high-fiving. Behind her, another woman with glasses and a white top is also smiling and high-fiving. To the right, a person with long blonde hair is partially visible, also high-fiving. The background features large green plants and a bright window. The overall atmosphere is positive and collaborative.

**Strong values  
attract strong  
talent and help  
build strong  
teams**





In business, we all need a microscope...



...and a telescope

A photograph of a salmon leaping from a waterfall in a forest stream. The fish is captured mid-air, its body arched as it moves from the water towards the right. The waterfall is a small cascade of water over dark rocks, creating white foam and splashing water. The background is a dark, mossy forest wall with some green foliage visible at the top left. The overall scene is dimly lit, emphasizing the movement of the fish and the texture of the water.

**It's easy to feel like this – but  
events like today remind us:  
we're all part of a shoal...**

 @jofairley

THANK YOU

Confidential