

# The Path to Sustainability

MHAIA Board Meeting  
September 2025

 **MHAIA** **APEAM®** **AVOCADO**  
INSTITUTE OF MEXICO



Our inventiveness, aspirations, dreams, love, and hope can be infinite and without limits other than those we impose on ourselves.

However, we live on a planet with biophysical limits and thermodynamic laws within which the needs, activities, and desires of individuals and society unfold.

We are the only species with this awareness and knowledge; with this, we have the responsibility and ethical imperative to solve this dilemma during the present generation.

*Ernesto Enkerlin-Hoeflich (2005)*

## Vision

The Mexican avocado industry is **committed to sustainability** and quality from our orchards to your table while achieving net zero deforestation, well-being and prosperity for communities in the avocado landscape of Mexico.

## Search “Avocado path to sustainability”:

The Mexican avocado industry has launched “The Path to Sustainability,” a strategic initiative to improve environmental stewardship by addressing four priority areas: water conservation, biodiversity protection, climate action, and deforestation prevention. The plan involves five interdependent programs—Corporate Governance, Sustainable Orchards, Sustainable Packing Houses, Sustainable Distribution and Marketing, and Restoration—to embed environmental best practices across the entire supply chain, with the goal of achieving net-zero deforestation and net-zero carbon emissions by 2035.

# Levels in the strategy for sustainability

**4** Optimal

**3** Proactive, Preventive and Purposeful

**2** Compliance (BaU)

**1** Insufficient

# Focus areas



## Water

Protect the availability and quality of water for future generations.

**BY 2026**

Strengthen water stewardship with a sustainable water resource management program.



## Biodiversity

Protect, manage and restore diverse plant and animal life and healthy ecosystems.

**IN 2025**

Introduce an action plan to conserve biodiversity and enhance ecological connectivity, protecting and restoring local ecosystems.



## Climate

Support a resilient future through environmental stewardship in the Avocado Landscape.

**BY 2035**

Reduce impacts on the environment and enhance carbon sequestration, paving the way for net-zero carbon footprint.



## Deforestation

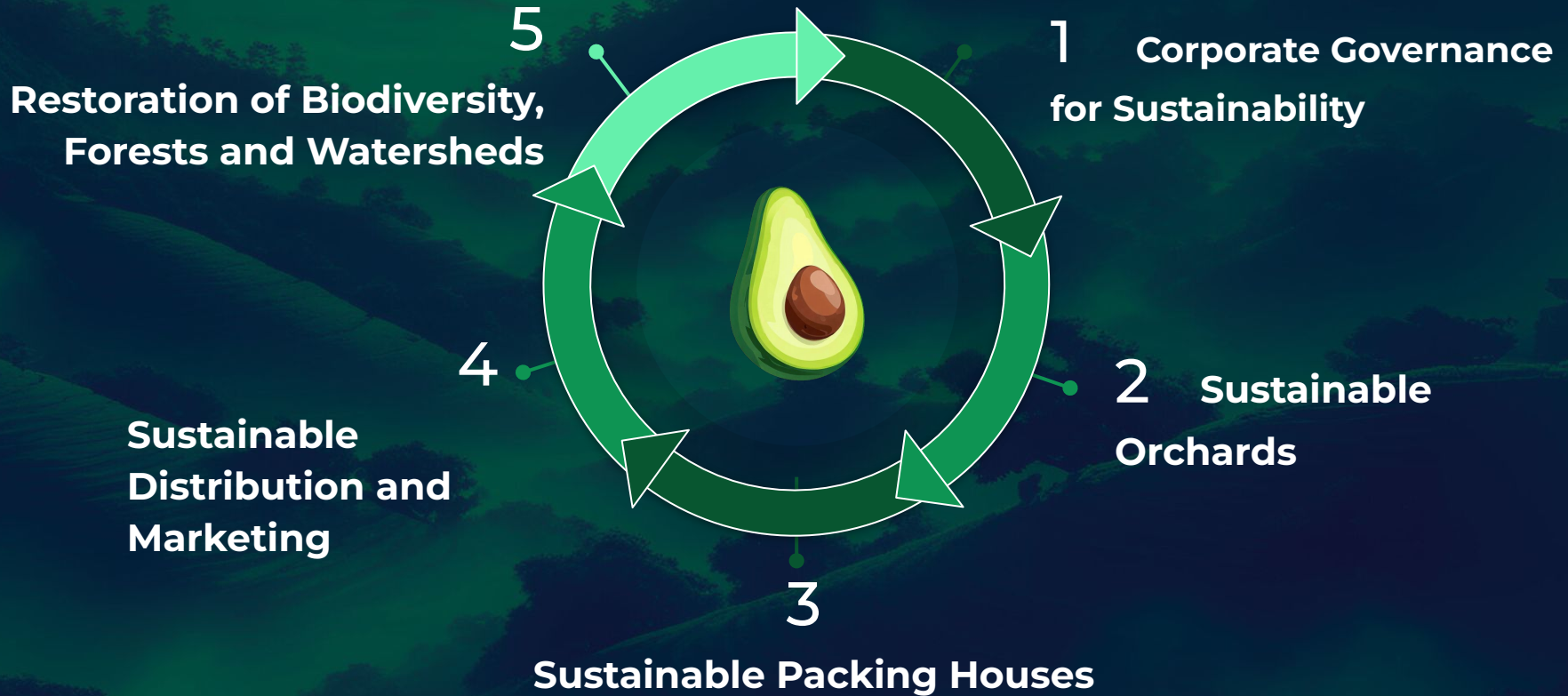
Protect and restore forests and ecological connectivity to achieve net-zero deforestation.

**BY 2035**

Achieve net-zero deforestation alongside collaboration with governmental authorities.



# Strategic Programs



# Progress report

3Q 2025

# Initiatives/Projects

## CORPORATE GOVERNANCE FOR SUSTAINABILITY

1. Awareness and **Culture** for Sustainability
2. Formalize **Consultative Committee**
3. **Vice President “pro tempore”** for Sustainability
4. Strategic Information System (S-GIS)
5. Project Management Office (**PMO**)
6. **Communication** and Outreach Plan
7. Strengthen sustainability in the **By Laws (2026)**
8. **Alliances** for Sustainability

# Culture shift

- All research and sustainability project leaders had capacity building for project management and incorporating contributions to The Path to Sustainability in their project charters.
- Sustainability Academy curriculum development in progress for three levels of education (low literacy, intermediate and professional) and the levels of proficiency (basic, intermediate/advanced)



# Comite Consultivo para la Sostenibilidad (CCS)



Enrique Audiffred

Armando Garcia

Carlos Genel

Mario Rivas Jr.

Luis Mario Tapia

Mateo Castillo

Jorge Enrique Berni

Ernesto Enkerlin (Advisor)

Hamilton Gomes (Secretario técnico)

# Vicepresidencia *Protempore* de Sostenibilidad

Enrique Audiffred Viniegra is a second-generation farmer with over 25 years of experience in the agri-food sector, specializing in organic avocado production.

Throughout his career, he has stood out for his deep commitment to sustainability, environmental conservation, and technological innovation in Mexican agriculture.



## SUSTAINABLE ORCHARDS

1. **Biodiversity-friendly** orchards
2. **Technology** transfer and appropriation
3. **Groundcover** management
4. Soil and **Water** Conservation
5. **IPM** Integrated Pest Management
6. **Waste** management
7. **Regenerative Agriculture**
8. **Organic orchards**(optional)
9. **Agroforestry** Systems(Optional)

There are orchards of all sizes with innovative and state-of-the-art sustainable practices.

APEAM has also been conducting research on some of the priority topics, the technological package will be completed to encourage the use of associated vegetation, as it provides benefits such as reducing environmental impacts, improving water capture and erosion, and improving pollination and, consequently, production.

The emphasis is on increasing adoption and addressing lagging orchards.

## SUSTAINABLE PACKING PLANTS

1. **FSC certified** packaging
2. Resource **efficiency**  
(Energy & Water)
3. **Circularity** in packaging
4. **Sustainable energy** (solar, wind, other)

We are working with the packaging sector to establish announcement dates and quantitative goals.

In the case of cardboard boxes, we are evaluating when we could be **100% FSC certified**, and in terms of energy, when we would be **100% self-generated** and from sustainable sources.

# Initiatives/Projects

## SUSTAINABLE DISTRIBUTION AND MARKETING

1. **Low carbon footprint** in transport, cold chain and ripening
2. **Cause-based marketing**
3. **Communication** strategy with distributors and outlets

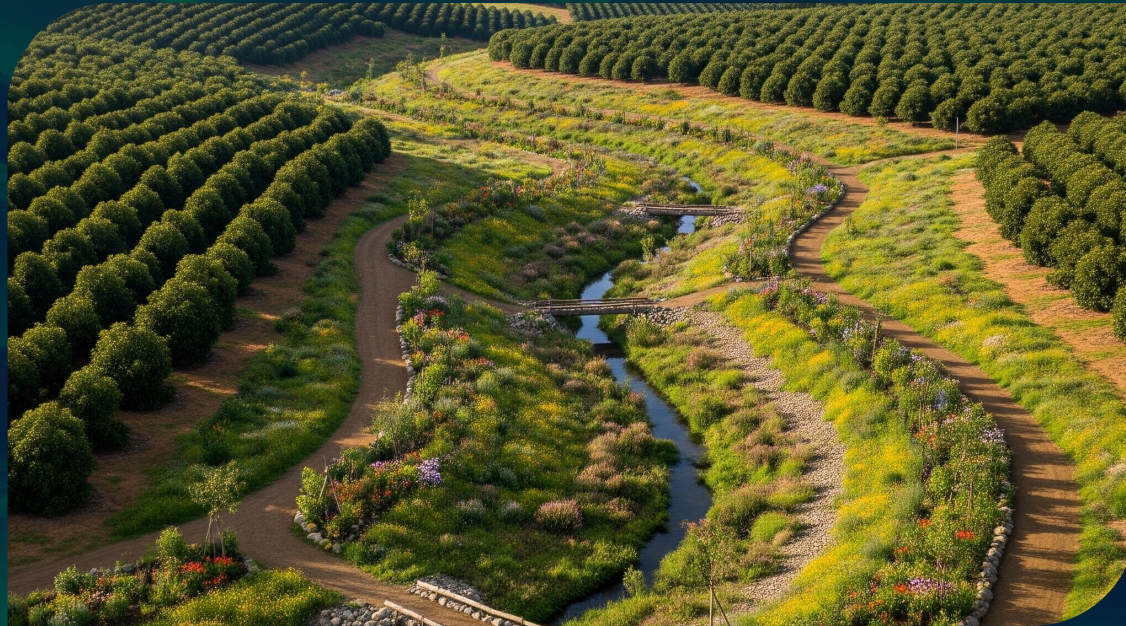


# Initiatives/Projects

## RESTORATION OF BIODIVERSITY, FORESTS AND WATERSHEDS

1. Ecological restoration and **connectivity** in the avocado landscape (Previously APEAM **Reforestation** program)
2. **Biodiversity** conservation program
3. **Watershed** restoration
4. Climate resilience
5. Healthy Ecosystems and Sustainable Communities (prev. Forests for **Monarchs** partnership)
6. Community Nurseries for **Native Plants**
7. Programs for **Forest Health and Fire Management**

# Restoration and ecological connectivity in the avocado landscape.



# From reforestation to an integrated landscape approach

## Before

- Piecemeal reforestation
- Demand-based
- Commercial nurseries
- Lacking landscape vision and focus
- KPI's based on number of trees planted
- No capacity building or promotion

## Currently

- Systematic restoration
- Need and plan based.
- Community and commercial nurseries
- Landscape approach  
Aqua/Biodiversity/Climate
- KPI's measures of area benefitting, watershed and connectivity
- Capacity building and upstream demand generation

# Deforestation-free avocados

September 2024



September 2025



## Zero deforestation agreement with Government of Mexico: Status and prospective.

-Avocado industry the first to sign the binding agreement for “deforestation free agricultural exports”

-We have started a working group with SADER team to develop the binding mechanism to insure compliance.

-Most orchards predating 2018 will be considered “deforestation free”.

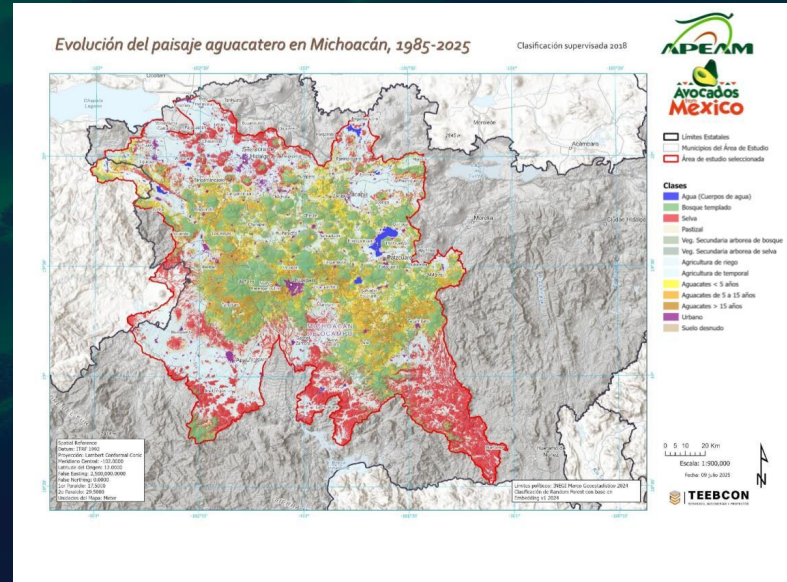
-Orchards with some deforestation 2018-24 will be able to export after a mitigation and compensation process.

-Orchards with deforestation starting 2025 will not be able to export and will be subject to penalties, fines and potentially elimination.

# Evolution of the Avocado Landscape 1985-2025

## Initial findings (area figures pending final report)

- Deforestation to increase land devoted to agriculture is a historical pressure.
- Avocados, to a significant extent, have been established on land devoted to other crops and/or cleared before the avocado boom.
- Land cleared for avocado orchards, particularly after 2018, must be identified and quantified to develop restoration, mitigation and compensation schemes to recover ecosystem services lost as per Agreement for Zero Deforestation with GOM.



# Challenges and Issues

We adjusted some of the work to allow for the recent changes in the APEAM board of directors and new CEO to be in place.

Progress is according to schedule and expected to gain momentum during Q4.

The sustainability team has been reorganized and refocused. Two vacancies will be used to complete the need of the renewed vision and commitment.

We are in close coordination with the board of directors and the general management, from whom we have already received full support to significantly accelerate the implementation of Path to sustainability .

Looking into 2026 it is necessary to expand and strengthen the workforce that supports The Path to Sustainability in APEAM particularly in relation to transfer of innovation and practices to more orchards/producers.

A financial mechanism must be in place sometime in 2026 to support most 2018-24 orchards to be in full compliance for export by 2030.

# Timeline status

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
2025												
2026												
2027												

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