

Biodiversity Target Guidance

Pathways to Enabling

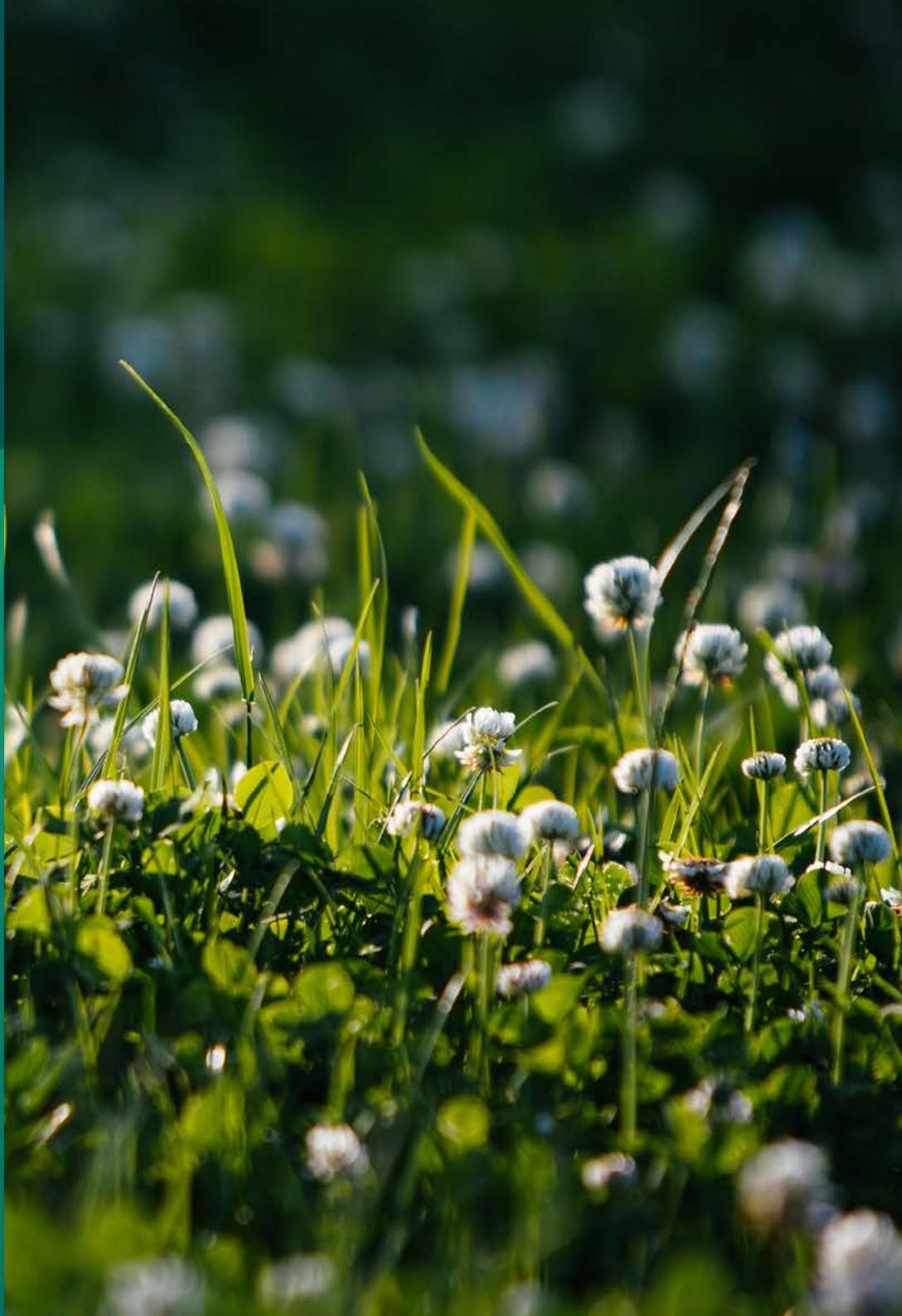
Biodiversity Strategy

Development and

Reporting

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BORD BIA
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Contents

Executive Summary	page 3
Introduction	page 4
The Role of Nature and Biodiversity in the Economy	page 5
The Why Why should Food Businesses Integrate Biodiversity into their Core Strategy	page 7
The What What Information should Companies be Capturing and Disclosing in Relation to Biodiversity	page 11
The How How should Food Companies go about Implementing a Robust Biodiversity Strategy	page 24
First Steps	page 27
Define	page 32
Develop	page 36
Deliver	page 42
Learn	page 45
Integration Guide Guidance on how to Integrate Biodiversity into Core Business Functions	page 48
Biodiversity Target Example	page 56
Conclusion	page 59



Click on listing/page number to go to the relevant page.
You can return to this page by clicking the link at the bottom of each page.

Executive Summary

Food businesses are interconnected with biodiversity and nature. Biodiversity underpins the ecosystems that sustain the livelihoods of communities worldwide and in turn, the production of nutritious food that sustains Ireland and the world.

Food companies, large and small, hold a responsibility to safeguard these vital resources and acknowledge the interconnections between people and planet. However, while the food industry depends on biodiversity for their operations, it also currently contributes to its decline.

In this dynamic landscape, a window of opportunity emerges for Origin Green members to adopt a proactive stance and align their strategies with the evolving regulatory standards as well as with the level of ambition required to protect and regenerate biodiversity.

This report equips Origin Green members with a comprehensive overview of forthcoming biodiversity frameworks to support the needs of members to report against existing biodiversity and/or economic, social, and governance (ESG) frameworks. Although important, the frameworks should be viewed as a floor rather than a ceiling to ambition, and a foundation upon which a company should build and ultimately exceed.

To that end, this report goes one step further and provides detailed guidance on crafting an integrated biodiversity strategy that delivers meaningful action to safeguard and restore biodiversity, enhance operational resilience, and seize the growing opportunities in this ever-evolving landscape. The guidance equips Origin Green members with the understanding to plan, map, and assess biodiversity outcomes, impacts, and dependencies, as well as setting targets and reporting on nature-related risks.

The report provides detailed steps to develop and activate biodiversity strategies across five key stages, namely:

- 1. First Steps:** recognise the need for a biodiversity strategy and initiate its planning.
- 2. Define:** craft a vision, approach, and position on biodiversity.
- 3. Develop:** establish priority action areas and implementation plans.
- 4. Deliver:** execute the biodiversity strategy, integrating nature into decision-making.
- 5. Learn:** proactively track, report, and learn from the process.

Incorporating biodiversity and nature into a business strategy is a collective endeavour, requiring integration across various business functions and decision-making processes. This report also highlights seven critical functions that should integrate biodiversity into their core approaches. It offers practical guidance, illustrative examples, quick wins, and thoughtful questions to help businesses enhance their biodiversity integration across their business.

In summary, this report provides Origin Green members with the knowledge and tools necessary to drive meaningful action and navigate the evolving biodiversity landscape.

* **Relevance to SMEs**

This document is primarily aimed at supporting large companies to design effective biodiversity strategies, while complying with the information disclosure requirements that are increasingly called for by both legislation and investors. However, these disclosure requirements will indirectly impact small and medium-sized food and agriculture companies, as large companies will be required to monitor and disclose information about their supply chains.

This guidance document can therefore support small and medium-sized suppliers to understand the expectations and processes of their larger customers, as these customers begin to set their biodiversity strategies and disclose this information to their stakeholders.



Introduction

Biodiversity - encompassing all living species on Earth - is declining at a perilous rate with approximately one million of the eight million plant and animal species facing extinction due to human activities. This loss has prompted global action, exemplified by the signing of the **Global Biodiversity Framework at the Convention on Biological Diversity (COP15)** in 2022, which builds on decades of work to secure international action.

The framework offers an opportunity to halt the decline of nature and restore it. In a rapidly changing world, the resilience and prosperity of all economic and corporate endeavours - and that of wider society - fundamentally hinges on ecosystem health, the goods and services that come from nature and biodiversity, and how those are equitably distributed.

In the coming decade, environmental and social shifts will redefine the competitive landscape for businesses, investors, and nations alike. To ensure long-term resilience, food businesses will need to reconsider conventional approaches to value creation and reconfigure their business models.

The food industry, a vital global sector, is intrinsically linked with biodiversity and nature, relying on natural resources like healthy soils, pollinators, and stable climates. The agriculture sector, alongside other significant contributors, is fuelling biodiversity decline. With increasing pressure on natural resources and the introduction of key initiatives like the Science Based Target Network (SBTN) and the Taskforce for Nature-related Financial Disclosure (TNFD), the food industry must urgently tackle biodiversity issues.

Herein lies a nascent and quickly evolving opportunity for food businesses to not only safeguard and restore biodiversity but also to enhance operational resilience, seize growing market opportunities, and meet stakeholder expectations while mitigating risks, driving innovation, and securing long-term viability.

In this report, we first describe the role of nature and biodiversity in the economy, before articulating the specific benefits that can accrue to businesses prepared to take a proactive approach to biodiversity. We then outline key characteristics of the most influential disclosure frameworks in the context of biodiversity compliance and reporting, to enable a comparison between them and to ensure Origin Green members can align their biodiversity strategy with the requirements of the relevant frameworks. Finally, we outline a process that can equip Origin Green members with the necessary tools and insights to understand their impact and dependencies on nature, facilitating the development of meaningful biodiversity strategies, and integrate this strategy into the core functions of their business.

Transitioning from planning to implementation is no small feat, given the complex nature of biodiversity, but progress must quicken.

As the food sector rapidly comes to terms with a changing world, this report aims to equip Origin Green members with the tools and processes to bring meaningful biodiversity strategies to life that meet the reporting requirements of prominent ESG and biodiversity frameworks.



＊ **How to use this report**

The intention of this report is to serve as a detailed reference document for employees and directors looking to take action on biodiversity. The report can be read as single document, but it is recommended that regular users navigate directly to the sections of the document that are most relevant to their current stage of their journey towards addressing biodiversity.

For example, companies starting their journey may find most value in the "Why" section, than those looking to further their ambition in nature and biodiversity and accelerate progress. Likewise, companies looking to go beyond compliance to a greater level of ambition will benefit most from the later steps in the "How" section, rather than the detail in "What".

The report can be easily navigated using the hyperlinks in the contents page.

The Role of Nature and Biodiversity in the Economy

Biodiversity and the economy are intertwined

One way to consider how ecosystem services contribute to the global economy is through valuation. Estimating the economic value of these ecosystem services offers insight into the vast contributions nature makes to our society and global economic system. By placing a tangible figure on these services, we can grasp the profound implications of their potential loss. While biodiversity and nature hold significant intrinsic value and our reliance on ecosystem health simply cannot be represented in monetary terms, in our present economy quantifying its contributions to the economy can be helpful in communicating the urgency of its preservation.

More than half of global gross domestic product (GDP) is highly or moderately dependent on nature and its services, amounting to an estimated US \$58 trillion in 2023, up from US \$44 trillion in 2020. As the World Economic Forum asserts, “there is no future for business as usual - we are reaching irreversible tipping points for nature and climate”¹. The World Bank projects that the global economy faces annual losses of US \$2.7 trillion - or 2.3% of global GDP - by 2040 if ecological tipping points are reached. This dependency underscores the critical need for sustainable practices to safeguard not just our planet but our economic and market stability. Countries with the highest levels of agricultural production are amongst the most vulnerable from degrading climate and nature, and amongst the poorest by GDP, which could be a severe driver of political and economic instability.

A comprehensive analysis by PwC revealed that all 163 economic sectors assessed have portions of their value chain that are highly dependent on nature. Over half of listed companies on 19 major stock

exchanges (50.6%) are exposed to material nature risks, potentially impacting global financial markets. Businesses must integrate nature risk mitigation into their strategies and investors must consider these risks in their portfolios.

The food system and its links to biodiversity and nature

The food system is intricately linked to biodiversity and nature, relying on a diverse array of plants, animals, bacteria, and fungi to sustain essential ecosystem processes, from pollination to soil fertility. Healthy soils form the basis of healthy food and animal feed production - an estimated 95% of our food is directly or indirectly produced on our soils. Bees and other insects carry pollen between plants, enabling them to reproduce and bear fruit. Around three quarters of food crops rely at least partly on animal pollination, an estimated 5-8% of global crop production with an annual market value of US \$235 - 577 billion worldwide. Despite this reliance, agriculture is the single largest cause of biodiversity loss, land-use change, and habitat loss.

The degradation of biodiversity is closely tied to practices within our food system. Monoculture farmlands have eroded biodiversity², while the use of pesticides directly harms biodiversity, especially insects³. Fertilisers pollute soil, air, and water across wide areas, amplifying the threat to biodiversity and their habitats⁴. The impacts are manifold, reiterating that biodiversity loss does not stem from a single flaw but from the cumulative nature of our food production system. Initiatives to change these practices cannot be designed in isolation, but require a coherent strategy that amounts to a deeper shift in our farming and agricultural model.

1. World Economic Forum. 2020. New Nature Economy Report II: The Future of Nature and Business. http://www3.weforum.org/docs/WEF_The_Future_Of_Nature_And_Business_2020.pdf.

2. Benton, T. G., Vickery, J. A. and Wilson, J. D. (2003), 'Farmland biodiversity: is habitat heterogeneity the key?', *Trends in Ecology & Evolution*, 18(4): pp. 182-88, doi: 10.1016/S0169-5347(03)00011-9.

3. Isenring, R. (2010). Pesticides and the loss of biodiversity. Pesticide Action Network Europe, London, 26.

4. Sud, M. (2020). Managing the biodiversity impacts of fertiliser and pesticide use: Overview and insights from trends and policies across selected OECD countries.

The Role of Nature and Biodiversity in the Economy

The rise of biodiversity in global agendas and implications for businesses

Recent years have elevated climate action and net-zero greenhouse gas (GHG) emission targets. There is now a growing recognition by governments, investors, and businesses of the interconnections between climate and biodiversity. The **Kunming-Montreal Global Biodiversity Framework**, adopted by 196 countries at COP 15 in December 2022, is a landmark biodiversity accord that mirrors the significance of the Paris Agreement for climate change. It aims to reverse biodiversity loss by 2030, with 23 targets for 2030 and four overarching goals for 2050.

Crucially, Target 15 of the framework highlights the role of business and finance, requiring large companies and financial institutions to assess and disclose their nature-related risks, impacts, and dependencies. Signatory governments are compelled to “ensure” action is taken, signalling that businesses should anticipate mandatory reporting on biodiversity by 2030, aligning with climate-related disclosures. Both the European Union (EU) and the United Kingdom (UK) have indicated plans to implement such mandatory disclosures in the near future. Consequently, businesses and financial institutions should anticipate that nature-related assessment and disclosure will become standard practice, mirroring the existing requirements for climate-related reporting. Equally, SMEs not directly mandated to comply with regulation should expect reporting requirements to be included in contractual obligations from large customers, presenting an opportunity for those who can align quickly to these requirements to win customers.

Target 15 of the Kunming-Montreal Global Biodiversity Framework sends a clear signal for companies to start taking meaningful action on nature now.

“The message to the private sector is clear: businesses around the world and from all sectors will need to take large-scale action now to halt and reverse nature loss by 2030. The Global Biodiversity Framework is set to provide the political certainty that all large businesses and financial institutions will be required to assess and disclose risks and impacts on nature. The result will be stronger accountability and better-informed decisions by investors, governments, consumers, and businesses themselves.”

Alan Jope - CEO, Unilever

In this context, it is essential to recognise the role of organisations like Business for Biodiversity Ireland Platform, as well as Business for Biodiversity in the UK. These entities, along with One Planet Business for Biodiversity (OP2B), are working collaboratively to encourage companies to integrate biodiversity into their strategies, assess and mitigate their nature-related risks, and actively contribute to the protection and restoration of biodiversity, not only in the UK and Ireland, but also on a global scale.



The background of the slide is a high-angle aerial photograph of a rural area. The landscape is a patchwork of green fields, some with distinct patterns from agricultural cultivation. A line of trees runs diagonally across the middle of the frame. In the distance, there are clusters of houses and more fields. The lighting suggests it's either early morning or late afternoon, with long shadows cast across the fields.

The Why

Why should food businesses integrate biodiversity into their core strategy?

The Why

WHY SHOULD FOOD BUSINESSES INTEGRATE BIODIVERSITY INTO THEIR CORE STRATEGY?

Embracing the nature challenge: a blueprint for business leadership

The health of our global ecosystems ultimately underpins our economic and societal prosperity. In today's rapidly evolving global landscape, business leaders might sense the urgency and feel overwhelmed by the pressing nature challenges. They may assume an inherent complexity, remain unsure of the benefits or the right response, and believe that the costs to respond may be too high. Such perceptions could inadvertently lead to inaction. Yet beyond the stark numbers and evident interconnections, there lies a compelling narrative for businesses.

Every business' journey begins with reflection — asking four fundamental questions: What do we know about ecosystem health in the past? What is the current status and how are the benefits and risks distributed? What could be the potential if we created the enabling conditions for ecosystems to regenerate? And, crucially, who can guide us on this journey? Addressing these questions provides clarity on the fundamental task ahead: understanding the company's - and its supply chains' - direct and indirect impact on nature. Inaction and ignorance will no longer be enough for customers, regulators, and shareholders.

The silver lining is that many companies are already on this path. A company's commitment to a net-zero strategy, ethical supply chains, or adherence to local environmental guidelines is not just a nod to responsibility — it's the foundation of a nature-positive strategy.

Biodiversity targets and growing commitments from food businesses

Governments will soon require businesses to assess and disclose nature-related information, but what portion of businesses have already begun setting biodiversity and nature-related targets?

Only 29.5% of the largest companies in the S&P Europe 350 have currently set biodiversity targets, according to S&P Global data⁵. However, these figures are growing year-on-year. Comparing biodiversity goals of companies across 13 industries globally from the 2021 and 2022 S&P Global Corporate Sustainability Assessment (CSA) demonstrates that more companies are setting targets, with the food and beverage industry growing the most.

The beverages industry saw an increase of 9.4 percentage points (from 3.1% to 12.5%) in the share of companies with a biodiversity target in 2022.

The food and staples retailing industry's share of companies with biodiversity targets increased by 8.9 percentage points over the year (10.3% to 19.2%).

McKinsey's 2022 analysis points out that, while 83% of Fortune Global 500 companies have climate-related targets, only 16% have set targets against three or more dimensions of nature, namely: climate change, freshwater consumption, chemical and plastic pollution, forest and seabed loss, biodiversity loss, and nutrient pollution⁶. Of the seven industries assessed, agriculture leads in setting three or more targets against these dimensions of nature, likely due to increased attention on agriculture's impact on biodiversity.

5. S&P Global. (2022). Biodiversity is still a blind spot for most companies around the world. <https://www.spglobal.com/esg/insights/biodiversity-is-still-a-blind-spot-for-most-companies-around-the-world>

6. McKinsey. (2022). Where the world's largest companies stand on nature. <https://www.mckinsey.com/capabilities/sustainability/our-insights/where-the-worlds-largest-companies-stand-on-nature>

The Why

WHY SHOULD FOOD BUSINESSES INTEGRATE BIODIVERSITY INTO THEIR CORE STRATEGY?

The financial incentives driving corporate biodiversity initiatives

As the corporate world - including the food sector - recognises the intertwined nature of biodiversity with broader environmental, social, and governance (ESG) concerns, the financing and investment landscape is adapting rapidly. With biodiversity and nature forming a key part of ESG considerations, food businesses are increasingly discovering that their ESG performance has direct financial implications. Improved financial performance due to ESG becomes more marked over longer time horizons and ESG investing appears to provide downside protection, especially during crises⁷. This strong ESG proposition ensures access to resources through strengthened community and government relations⁸. For food businesses that rely heavily on sustainable agricultural and sourcing practices, these relationships are crucial. In light of these benefits, businesses showcasing strong ESG metrics are being rewarded with access to sustainability-linked loans at favourable rates⁹. In tandem with regulatory pressures, there is a surge in shareholder activism, with investors demanding transparency and accountability on environmental impacts¹⁰. Furthermore, environmental risk assessments are becoming integral to the due diligence process for mergers and acquisitions.

With this rising emphasis on biodiversity, food companies stand at a pivotal crossroads. By proactively embracing this shift and establishing clear meaningful strategies and targets, they not only safeguard their

future operations but also position themselves as industry leaders, harnessing the opportunities that biodiversity and nature-friendly practices and innovation present in an evolving global marketplace.

Seizing biodiversity opportunities for businesses

Embracing biodiversity and nature is both a moral and pragmatic necessity; it has transformed into a strategic linchpin for food and agricultural businesses seeking long-term growth and resilience. There are now emerging opportunities awaiting those willing to innovate. The interactions between business and biodiversity are not merely about complying with regulations or meeting the demands of investors; it is about charting new domains of profitability, brand loyalty, and market differentiation. For the forward-thinking business, integrating these elements offers not only a shield against potential economic disruptions but also an opportunity for unparalleled market leadership and value creation.

Here's how businesses stand to gain:

- **Gain competitive edge:** Biodiversity regulation will increase as the Kunming-Montreal agreement mandates national plans over the next few years. First movers will be rewarded by consumers, help steer industry standards, be recognised by investors for proactive leadership, and keep in front of evolving legislative and voluntary requirements. Moreover, it strengthens an organisation's "licence to operate", tying its success to broader social and environmental value than pure profit.

7. Tensie Whelan, Ulrich Atz, Tracy Van Holt and Casey Clark, CFA. (2023). ESG and Financial Performance: Uncovering the Relationship by Aggregating Evidence from 1,000 Plus Studies Published between 2015 – 2020. https://www.stern.nyu.edu/sites/default/files/assets/documents/NYU-RAM_ESG-Paper_2021%20Rev_0.pdf

8. Witold Henisz, Tim Koller, and Robin Nuttall. (2019). Five ways that ESG creates value. <https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Strategy%20and%20Corporate%20Finance/Our%20Insights/Five%20ways%20that%20ESG%20creates%20value/Five-ways-that-ESG-creates-value.ashx>

9. Kim, Sehoon and Kumar, Nitish and Lee, Jongsub and Oh, Junho, ESG Lending (June 11, 2021). Proceedings of Paris December 2021 Finance Meeting EUROFIDAI - ESSEC, European Corporate Governance Institute - Finance Working Paper No. 817/2022, Available at SSRN: <https://ssrn.com/abstract=3865147> or <http://dx.doi.org/10.2139/ssrn.3865147>

10. Grewal, Jyothika and Serafeim, George and Yoon, Aaron. (July 6, 2016). Shareholder Activism on Sustainability Issues. <https://ssrn.com/abstract=2805512>

The Why

WHY SHOULD FOOD BUSINESSES INTEGRATE BIODIVERSITY INTO THEIR CORE STRATEGY?

Seizing biodiversity opportunities for businesses

continued

- **Strengthen value chain connections:** Embracing biodiversity offers businesses a strategic edge in two pivotal arenas. It strengthens value chains, rendering them robust against potential disruptions like resource scarcity and fosters sustainable growth and job creation. Concurrently, it bolsters ties with local communities that are embedded in physical landscapes — vital stewards of our natural world.
- **Future-proof the business:** Proactively addressing biodiversity, climate, and related risks enables businesses to safeguard their operations and reputations. This holistic approach to risk management minimises potential legal repercussions and positions businesses as industry role models. Recognising the interplay between these aspects, businesses can anticipate potential negative impacts, thus avoiding backlash, potential legal repercussions, and transition risks. This can future-proof their operations against expected costs.
- **Lead through innovation:** Biodiversity integration fuels innovation. Interventions that tackle plastic use, reduce water consumption and pollution, or create new by-products from production can lead to new income streams and unlock markets for businesses. Biodiversity innovations should also incorporate social justice elements, such as how the new product or model can drive financial or non-financial value for local communities.
- **Capture consumer loyalty:** Consumers worldwide are increasingly aware of biodiversity loss and its drivers. “The age of extinction” is an evocative and disturbing message that is permeating modern

culture through activism, popular media, politics, and influencing how people shop. For example, 82% of Europeans believe businesses should not sell products linked to deforestation, and many are willing to make purchasing decisions based on this¹¹. Those companies with strong reputations for biodiversity are attracting the ever-growing market driven by sustainable values.

- **Attract top-tier talent:** Focusing on preserving and restoring biodiversity and nature does not just appeal to consumers—it draws top-tier talent. Organisations that truly integrate biodiversity and nature into their operations connect with worker’s desire to align their employment with their values.
- **Amplify impact through collaboration:** All action on sustainability requires collaboration, yet biodiversity’s complex and fundamental relationship to food production mandates it for food companies. For example, the Responsible Commodities Facility between UK retailers and international banks, which aims to reduce or end deforestation free production through an approach which recognises the centrality of social issues to its success and is financially sustainable long-term, is only possible through collaboration.

As businesses recognise the tangible benefits of integrating biodiversity into their core strategy, the next vital question arises: How can they effectively track and disclose their efforts? The next section will delve into a selection of the non-financial disclosure frameworks that exist specifically for the private sector to report on sustainability, highlighting key commonalities and differences between them.

11. Jane Byrne (2022). Deforestation tops environmental agenda for consumers. <https://www.feednavigator.com/Article/2022/09/06/Deforestation-tops-environmental-agenda-for-EU-consumers>

The What

What information should companies be capturing and disclosing in relation to biodiversity?



The What

WHAT INFORMATION SHOULD COMPANIES BE CAPTURING AND DISCLOSING IN RELATION TO BIODIVERSITY?

The role of corporate disclosure and disclosure frameworks

There are a number of non-financial disclosure frameworks that determine how companies should present information regarding sustainability. The primary role of these disclosure frameworks is to enable stakeholders, such as investors, customers, or suppliers, to evaluate a company's performance, in order to assess how to interact with that business or how to hold them accountable for their actions. Disclosure frameworks therefore ensure this information is presented in a consistent fashion, to enable comparison between companies and therefore provide stakeholders with the context necessary to evaluate their performance. Typically, non-financial disclosure frameworks have been aimed at large corporations above a certain threshold of revenue and employee numbers. However, smaller companies can utilise the approaches recommended by these frameworks to ensure their own progress on sustainability is, at least, aligned with the typical market approach. In some cases, due to a higher degree of agility, smaller companies have been able to make faster progress in sustainability and demonstrate this using the same language as their larger corporate peers. Companies should view disclosure as more than simply compliance with regulation or the demands of their stakeholders, and instead understand the process of compiling and monitoring this data as a valuable input to inform their strategic decision-making. The frameworks themselves have to strike a balance between being specific enough to provide useful information to stakeholders, whilst also being generic enough to be relevant to a wide range of companies and industries.

The frameworks should therefore be understood as a floor rather than a ceiling to ambition, and a foundation upon which a company should build and ultimately exceed.

Introduction to four influential disclosure frameworks

Several mandatory and voluntary frameworks exist in the context of sustainability. However, this report focuses on the most influential frameworks that are relevant to Origin Green members seeking to understand what information is relevant in the context of biodiversity, specifically.

We have therefore chosen to highlight The Taskforce for Nature-related Financial Disclosures (TNFD), The Science-Based Targets for Nature (SBTN), and the Corporate Sustainability Reporting Directive (CSRD)¹². The International Sustainability Standards Board (ISSB) has not yet published specific biodiversity requirements, but we have included an overview of their International Financial Reporting Standards (IFRS) in the comparison, as it is likely to be highly influential in the near future.

Each of the frameworks has a slightly different purpose and therefore emphasis:

- **The Taskforce for Nature-related Financial Disclosures** (TNFD) offers guidance on how businesses can identify, report and manage their nature-related impacts, dependencies risks and opportunities, in order to demonstrate sound governance to stakeholders.
- **The Science-Based Targets for Nature** (SBTN) provides tools and guidance for both setting and achieving targets in line with planetary boundaries.
- Both the **Corporate Sustainability Reporting Directive** (CSRD) and the **International Financial Reporting Standards** (IFRS) are intended to ensure organisations disclose information in a clear and consistent manner to ensure comparability of sustainability information between companies. There are, however, critical differences between them. The CSRD is intended to be a comprehensive framework that enables companies to meet the minimum level of ambition enshrined in EU legislation, while the IFRS is intended to provide a universally accepted baseline or foundation, to be used in conjunction with other topic specific or jurisdictional frameworks.

12. The Corporate Sustainability Reporting Directive (CSRD) refers to the regulation which makes disclosure mandatory. The European Sustainability Reporting Standards (ESRS) refers to the specific standard documents that companies must follow in order to demonstrate compliance with the CSRD.

The What

WHAT INFORMATION SHOULD COMPANIES BE CAPTURING AND DISCLOSING IN RELATION TO BIODIVERSITY?

Introduction to four influential disclosure frameworks continued

The standards setting organisations who created these frameworks are conscious of the reporting burden created by multiple overlapping frameworks, and are therefore in the process of ensuring interoperability between them, such that the same set of data can be collected once and used to report against multiple frameworks. This process consolidation is likely to continue, and therefore we anticipate the frameworks to have more commonalities over time.

Common characteristics across the disclosure frameworks

Materiality assessments: All the frameworks require companies to conduct a materiality assessment, to identify which issues are most relevant to their business. Materiality assessments have three objectives:

1. To ensure companies are not obscuring or omitting important issues and only emphasising areas where they have a good story to tell.
2. To support the strategic prioritisation of those issues that are deemed relevant to address.
3. To reduce the reporting burden on companies by not requiring them to compile data on issues that are irrelevant to their business operations.

Each framework has its own guidance on how to conduct a materiality assessment which satisfies their requirements. However, the process of conducting materiality assessments can reasonably be considered more art than science, and there is no universally accepted methodology.

Critically, there are different approaches to how to define 'materiality' which have very different implications for what information is deemed relevant to disclose. This landscape is evolving and consolidating rapidly, but there are currently four distinct ways in which 'materiality' can be defined:

- **Single materiality** is focused only on financial risk to the enterprise value of a business (outside-in);
- **Double materiality** or **dual materiality**, used by the CSRD, incorporates a focus on impacts and risks to climate and nature (inside-out) as well as the financial risk to the enterprise (outside-in);
- **Societal materiality**, used by SBTN, emphasises the impacts and contribution of business operations on the state of society and the environment (inside-out);
- Finally, **dynamic materiality**, referenced by a number of the standards bodies and now incorporated into the IFRS, emphasises that material issues are dynamic and what is material to society may become financially material to a company over time. The implication is that over longer time horizons, this may increase the scope of what may potentially become financially material over time.

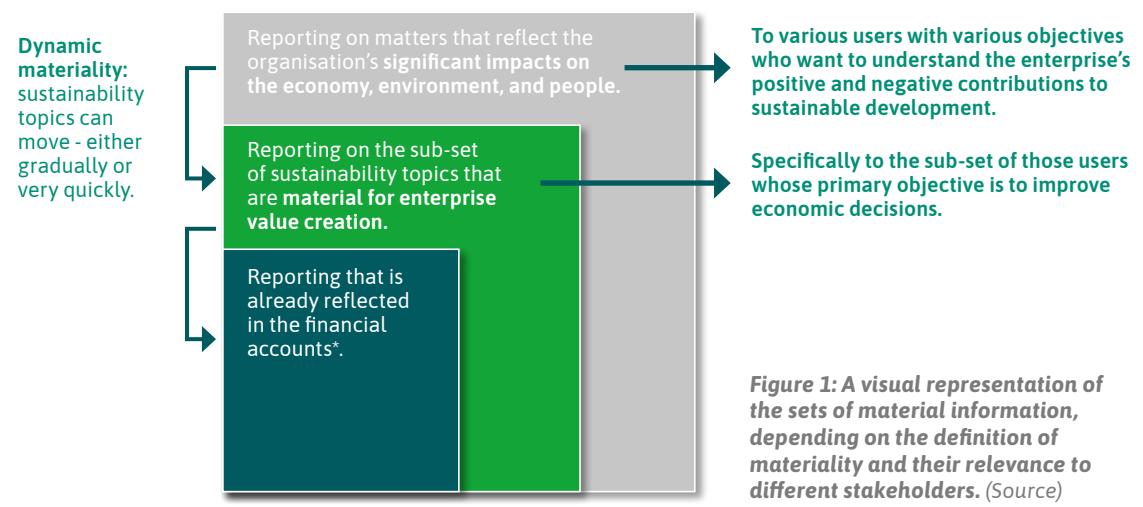


Figure 1: A visual representation of the sets of material information, depending on the definition of materiality and their relevance to different stakeholders. (Source)

The What WHAT INFORMATION SHOULD COMPANIES BE CAPTURING AND DISCLOSING IN RELATION TO BIODIVERSITY?

Common characteristics across the disclosure frameworks continued

Indicator Areas: the TNFD, SBTN, and CSRD all require companies to understand the ways in which they are dependent on nature and the ecosystem services it provides (“dependencies”), and the impacts of their business operations on the environment, such as their contribution to common impact drivers of nature loss or pressures on nature (their “impacts”).

Similarly, all the frameworks require companies to describe the governance, policies, and processes by which they identify and manage their impacts and dependencies on nature, as well as the outcomes of those processes; in other words, the actual impacts and dependencies themselves and their plans to address them.

The frameworks all use the same five ‘impact drivers’ on the state of nature, which include:

- **Climate change**
- **Land / freshwater / ocean use change**
- **Resource use**
- **Pollution**
- **Invasive alien species**

Value Chain Scope: All the frameworks require or recommend businesses to assess the impacts of their direct business operations, and those in the supply chains of the products and ingredients they procure. SBTN is perhaps the most ambitious of the frameworks in this regard, recommending that companies go beyond the value chain, to assess their impacts on ‘value chain adjacent areas’, covering the landscapes, seascapes, and watersheds that are geographically adjacent to value chain sites, and the wider ‘systems’ in which the business operates. This covers the broadest extent of corporate influence—through direct and indirect channels—on socio-economic and socio-ecological systems.



The What

WHAT INFORMATION SHOULD COMPANIES BE CAPTURING AND DISCLOSING IN RELATION TO BIODIVERSITY?

Characteristic	Taskforce for Nature-related Financial Disclosures (TNFD)	Science-based Targets for Nature (SBTN)	Corporate Sustainability Reporting Directive (CSRD) – European Sustainability Reporting Standards (ESRS) E4 Biodiversity and Ecosystems	International Financial Reporting Standards (ISSB – IFRS S1 and S2)
Purpose	Standardise the presentation of data between companies: The TNFD offers guidance on how businesses can identify, report, and manage their nature-related impacts, dependencies risks, and opportunities, in order to demonstrate sound governance to stakeholders.	Support companies to set targets in line with planetary boundaries: The SBTN provides tools and guidance for both setting and achieving targets in line with planetary boundaries.	Support compliance with EU legislation and standardise the presentation of data between companies. The CSRD ensures organisations disclose information in a clear and consistent manner to ensure comparability of sustainability information, while exceeding a minimum level of ambition in relation to sustainability performance.	Standardise the presentation of data between companies. The ISSB ensures organisations disclose information in a clear and consistent manner to ensure comparability of sustainability information, while providing a universally accepted baseline or foundation of disclosure, to be used in conjunction with other topic specific or jurisdictional frameworks.
Thematic Focus	Nature and ecosystem services.	Nature and planetary boundaries.	General sustainability.	General sustainability and climate-related disclosures.
Biodiversity Specific Reference Document	Taskforce on Nature-related Financial Disclosures (TNFD) Recommendations.	Biodiversity in the First Release of SBTs for Nature and an Approach for Future Methods - Biodiversity Short Paper.	European Sustainability Reporting Standard E4: Biodiversity and Ecosystems.	n.a. (Biodiversity has been identified as a priority for further development in 2024-25).
Legal Status	Voluntary recommendations.	Voluntary recommendations.	Mandatory (from 2024).	It is the responsibility of governments to determine whether to make IFRS reporting mandatory. However, the ISSB has been endorsed by the G7 and the G20, and is expected to become mandatory over time.

The What

WHAT INFORMATION SHOULD COMPANIES BE CAPTURING AND DISCLOSING IN RELATION TO BIODIVERSITY?

Characteristic	Taskforce for Nature-related Financial Disclosures (TNFD)	Science-based Targets for Nature (SBTN)	Corporate Sustainability Reporting Directive (CSRD) – European Sustainability Reporting Standards (ESRS) E4 Biodiversity and Ecosystems	International Financial Reporting Standards (ISSB – IFRS S1 and S2)
Relevant Scopes	Jurisdictional scope: n.a.	Jurisdictional scope: n.a.	Jurisdictional scope: European Union.	Jurisdictional Scope: TBC - the IFRS has been endorsed by the G7 and the G20, and 40 Central Banks. However, these jurisdictions have yet to make disclosures mandatory.
	Corporate scope: n.a.	Corporate scope: n.a.	Corporate scope: All companies listed on an EU-regulated capital market and, any global company which operates in EU markets and meets any two of the following criteria: - Balance sheet total > 20 million euros - Net sales > 40 million euros - Number of employees > 25	Corporate Scope: n.a.
	Value chain scope: <ul style="list-style-type: none">• Direct operations• Where possible – upstream and downstream value chain(s) that meet the criteria for 'priority locations'	Value chain scope: <ul style="list-style-type: none">• Direct operations• Value chain• Value chain-adjacent areas• Systems	Value chain scope: <ul style="list-style-type: none">• Direct operations• Value chain• [Optional] financing projects outside the value chain (offsets)	Value chain scope: <ul style="list-style-type: none">• Direct operations• Value chain
Materiality Assessments	Definition: Flexible.	Definition: Societal Materiality.	Definition: Double Materiality.	Definition: Single / Dynamic Materiality.
	Description: The TNFD takes a flexible approach to materiality to accommodate the preferences and regulatory requirements of report preparers and report users from organisations of all sizes and across all jurisdictions.	Description: Relevant information is determined based on where the company has the most significant impact and where it can make the most meaningful improvements in line with planetary boundaries.	Description: CSRD employs a double materiality approach, meaning companies should disclose a) information that reflects their significant impacts on sustainability issues and b) how the risks and opportunities associated with those issues could impact their commercial performance.	Description: The IFRS is primarily concerned with providing relevant information to financial stakeholders. It therefore employs a single materiality definition, of the risks and opportunities to commercial performance. However, the framework emphasises that material issues are dynamic and what is material to society may become financially material to a company over time.
	Recommended tool: ENCORE.	Recommended tool: SBTN Materiality Screening Tool.	Recommended tools: ENCORE, TRASE, Bioscope, Threats Classification Scheme by the IUCN, the Global Assessment Report by IPBES.	Recommended tool: n.a.

The What

WHAT INFORMATION SHOULD COMPANIES BE CAPTURING AND DISCLOSING IN RELATION TO BIODIVERSITY?

Characteristic	Taskforce for Nature-related Financial Disclosures (TNFD)	Science-based Targets for Nature (SBTN)	Corporate Sustainability Reporting Directive (CSRD) – European Sustainability Reporting Standards (ESRS) E4 Biodiversity and Ecosystems	International Financial Reporting Standards (ISSB – IFRS S1 and S2)
Minimum Ambition Level	n.a.	n.a. - SBTN endorses the global target for net-gain by 2050, but does not require this as a minimum level of ambition.	Companies must provide plans to ensure that its business model and strategy are compatible with the transition to achieve no net loss by 2030 and net gain by 2050.	n.a.
Recommended Process	<p>The 'LEAP methodology':</p> <p>Scope - your assessment.</p> <p>Locate - your interface with nature.</p> <p>Evaluate - your dependencies and impacts on nature.</p> <p>Assess - your nature-related risks and opportunities.</p> <p>Prepare - to respond to nature-related risks and opportunities, and to report on your material nature-related risks.</p>	<p>5 Steps:</p> <ol style="list-style-type: none"> 1. Assess <ul style="list-style-type: none"> • Materiality Screening • Value chain assessment 2. Interpret and Prioritise <ul style="list-style-type: none"> • Determine target boundaries • Interpret and Rank • Prioritise • Evaluate feasibility and strategic interest 3. Measure, Set and Disclose <ul style="list-style-type: none"> • Model selection through stakeholder consultation • Measure baseline values • Determine maximum allowable pressure • Set targets 4. Act - AR³T <ul style="list-style-type: none"> • Avoid • Reduce • Restore and regenerate • Transform 5. Track <ul style="list-style-type: none"> • Monitor • Report • Verify 	<p>The ESRS explicitly references the TNFD LEAP methodology as a means of meeting the disclosure requirement on materiality assessments and policies.</p> <p>The ESRS does not recommend its own specific process, although companies can use the order of the disclosure requirements set out below, and the application guidance, as an implicit process to follow.</p> <p>See Appendix B: Application Guidance of ESRS 4: Biodiversity and Ecosystems</p>	n.a.

The What

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Characteristic	Taskforce for Nature-related Financial Disclosures (TNFD)	Science-based Targets for Nature (SBTN)	Corporate Sustainability Reporting Directive (CSRD) – European Sustainability Reporting Standards (ESRS) E4 Biodiversity and Ecosystems	International Financial Reporting Standards (ISSB – IFRS S1 and S2)
Disclosure Requirements and/or Recommendations	<p>The TNFD recommends the following disclosures to demonstrate a comprehensive nature and biodiversity strategy (emphasis added):</p> <p>Governance: Disclose the organisation's governance of nature-related dependencies, impacts, risks and opportunities.</p> <p>a. Describe the board's oversight of nature-related dependencies, impacts, risks and opportunities.</p> <p>b. Describe management's role in assessing and managing nature-related dependencies, impacts, risks and opportunities.</p> <p>c. Describe the organisation's human rights policies and engagement activities, and oversight by the board and management, with respect to indigenous peoples, local communities, affected and other stakeholders, in the organisation's assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.</p>	<p>The focus of the SBTN Framework is primarily to provide guidance to companies on how to set and achieve targets. Therefore, there is less focus on recommended or mandatory disclosure requirements. However, the SBTN does provide the following recommendations to companies seeking to report their progress against their targets (emphasis added):</p> <p>Progress made towards the target should be reported publicly, including:</p> <ul style="list-style-type: none"> • actions taken to meet target, by location. • progress from baseline performance and 'on track' assessment. • adaptive management actions in case of "not on track", built on a clear narrative. • limitations of targets and/or data collection processes. • explanations of any changes to targets, indicators and monitoring plans. 	<p>The ESRS details the following 18 disclosure requirements which companies must address to comply with the CSRD regulation (emphasis added):</p> <p>Disclosure Requirement 1: The company must disclose its plans to ensure that its business model and strategy are compatible with the transition to achieve no net loss by 2030 and net gain by 2050.</p> <p>Disclosure Requirement 2: The company must disclose an assessment of the resilience of the current business model(s) and strategy to biodiversity and ecosystems-related physical and transition risks in light of a range of biodiversity and ecosystems-related scenarios.</p> <p>[Optional] Disclosure Requirement 3: The company may disclose whether and how internal biodiversity and ecosystems-related pricing schemes are applied to support its decision making.</p> <p>Disclosure Requirement 4: The company must disclose a description of how it engages in activities that could either directly or indirectly influence public policy on biodiversity and ecosystems.</p>	n.a.

The What

WHAT INFORMATION SHOULD COMPANIES BE CAPTURING AND DISCLOSING IN RELATION TO BIODIVERSITY?

Characteristic	Taskforce for Nature-related Financial Disclosures (TNFD)	Science-based Targets for Nature (SBTN)	Corporate Sustainability Reporting Directive (CSRD) – European Sustainability Reporting Standards (ESRS) E4 Biodiversity and Ecosystems	International Financial Reporting Standards (ISSB – IFRS S1 and S2)
Disclosure Requirements and/or Recommendations continued	<p>Strategy: Disclose the effects of nature-related dependencies, impacts, risks and opportunities on the organisation's business model, strategy and financial planning where such information is material.</p> <ul style="list-style-type: none"> a. Describe the nature-related dependencies, impacts, risks and opportunities the organisation has identified over the short, medium and long term. b. Describe the effect nature-related dependencies, impacts, risks and opportunities have had on the organisation's business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place. c. Describe the resilience of the organisation's strategy to nature-related risks and opportunities, taking into consideration different scenarios. d. Disclose the locations of assets and/or activities in the organisation's direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations. 		<p>Disclosure Requirement 5: The company must disclose the process by which it has identified and assessed material biodiversity and ecosystem services dependencies and impacts.</p> <p>Disclosure Requirement 6: The company must disclose its material dependencies and impacts by categories and its material biodiversity loss drivers by geographical location of sites, and/or by raw material, within its operations and along its value chain.</p> <p>Disclosure Requirement 7: The company must disclose processes by which it has identified and assess its biodiversity and ecosystem services risks and opportunities.</p> <p>Disclosure Requirement 8: The company must disclose its principal biodiversity and ecosystems-related risks and opportunities by categories within its operations and along its value chain.</p> <p>Disclosure Requirement 9: The company must disclose separately its policies regarding biodiversity and related to use of raw materials, suppliers and social consequences of biodiversity dependencies and impacts.</p>	

The What

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Characteristic	Taskforce for Nature-related Financial Disclosures (TNFD)	Science-based Targets for Nature (SBTN)	Corporate Sustainability Reporting Directive (CSRD) – European Sustainability Reporting Standards (ESRS) E4 Biodiversity and Ecosystems	International Financial Reporting Standards (ISSB – IFRS S1 and S2)
Disclosure Requirements and/or Recommendations continued	<p>Risk and impact management: Describe the process used by the organisation to identify, assess, prioritise and monitor nature-related dependencies, impacts, risk and opportunities.</p> <p>a. Describe the organisation's processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its direct operations.</p> <p>b. Describe the organisation's processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chain(s).</p> <p>c. Describe the organisation's processes for monitoring nature-related dependencies, impacts, risks and opportunities.</p> <p>d. Describe how processes for identifying, assessing, prioritising and monitoring nature-related risks are integrated into and inform the organisation's overall risk management processes.</p>		<p>Disclosure Requirement 10: The company must disclose its adopted, measurable, outcome-oriented biodiversity and ecosystem-related targets.</p> <p>Disclosure Requirement 11: The company must describe its actions and actions plans and allocation of resources to meet its policy objectives and targets.</p> <p>Disclosure Requirement 12: The company must report pressure metrics, related to land-use or habitat change, climate change, pollution, natural resource use and exploitation, as well as invasive species</p> <p>Disclosure Requirement 13: The company must report impact metrics for material geographical locations of sites and/or material raw materials.</p> <p>Disclosure Requirement 14: The company must disclose metrics related to how it minimises and rehabilitates or restores material impacts on biodiversity and ecosystems in material geographical locations of sites and/or material raw materials identified.</p>	

The What

WHAT INFORMATION SHOULD COMPANIES BE CAPTURING AND DISCLOSING IN RELATION TO BIODIVERSITY?

Characteristic	Taskforce for Nature-related Financial Disclosures (TNFD)	Science-based Targets for Nature (SBTN)	Corporate Sustainability Reporting Directive (CSRD) – European Sustainability Reporting Standards (ESRS) E4 Biodiversity and Ecosystems	International Financial Reporting Standards (ISSB – IFRS S1 and S2)
Disclosure Requirements and/or Recommendations continued	<p>Metrics and targets: Disclose the metrics and targets used to assess and manage material nature-related dependencies, impacts, risks and opportunities.</p> <p>a. Disclose the metrics used by the organisation to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process.</p> <p>b. Disclose the metrics used by the organisation to assess and manage dependencies and impacts on nature.</p> <p>c. Describe the targets and goals used by the organisation to manage nature-related dependencies, impacts, risks and opportunities and its performance against these.</p>		<p>[Optional] Disclosure Requirement 15: The company may disclose metrics on its sustainable consumption and production.</p> <p>Disclosure Requirement 16: The company must disclose its financial exposure to physical risks.</p> <p>Disclosure Requirement 17: The company must disclose its financial exposure to transition risks.</p> <p>[Optional] Disclosure Requirement 18: The company may disclose its financial opportunities that relate to biodiversity and ecosystems and that complement the Taxonomy Regulation related ones.</p> <p>[Optional] Disclosure Requirement 19: The undertaking may disclose the financing of biodiversity and ecosystems mitigation projects outside its value chain (commonly referred to as biodiversity offsets).</p>	

The What

WHAT INFORMATION SHOULD COMPANIES BE CAPTURING AND DISCLOSING IN RELATION TO BIODIVERSITY?

Characteristic	Taskforce for Nature-related Financial Disclosures (TNFD)	Science-based Targets for Nature (SBTN)	Corporate Sustainability Reporting Directive (CSRD) – European Sustainability Reporting Standards (ESRS) E4 Biodiversity and Ecosystems	International Financial Reporting Standards (ISSB – IFRS S1 and S2)
Approach to Metrics/Indicators	<p>Description: TNFD's approach to metrics includes:</p> <ul style="list-style-type: none"> • A small set of core indicators – 'core global metrics' that apply to all sectors and 'core sector metrics' for each sector – to be disclosed on a comply or explain basis. • A larger set of additional disclosure and assessment metrics - which report preparers may wish to use for their assessment and, where relevant and helpful, disclosure. <p>These metrics are translated into sector specific disclosure metrics, including Food (excluding aquaculture); Food and beverage retail; Restaurants and Food (aquaculture).</p>	<p>Description: SBTN have provided a data needs table, to enable companies to readily identify the required and recommended metrics for each step in the SBTN process.</p>	<p>Description: The CSRD suggests specific formats for the representation of pressure metrics, impact metrics and response metrics, as well as financial metrics on the risks and opportunities to the company's commercial performance. However, it does not prescribe the metrics themselves or the units they are measured in. Instead, the CSRD refers to the TNFD, the SBTN and other established scientific methodologies for sources of relevant metrics.</p> <p>Often the impact driver metrics relate to other topics such as climate change or pollution, and therefore fall under other ESRS documents. These are referenced in ESRS 4 where relevant.</p>	n.a.
	<p>Relevant Guidance Document: Please see this draft guidance document for sector specific guidance on the application of disclosure metrics in the food sector.</p>	<p>Relevant Guidance Document: Please refer to the 'Data Needs' tab of this excel file.</p>	<p>Relevant Guidance Document: See Appendix B: Application Guidance of ESRS 4: Biodiversity and Ecosystems.</p>	

The What

WHAT INFORMATION SHOULD COMPANIES BE CAPTURING AND DISCLOSING IN RELATION TO BIODIVERSITY?

Characteristic	Taskforce for Nature-related Financial Disclosures (TNFD)	Science-based Targets for Nature (SBTN)	Corporate Sustainability Reporting Directive (CSRD) – European Sustainability Reporting Standards (ESRS) E4 Biodiversity and Ecosystems	International Financial Reporting Standards (ISSB – IFRS S1 and S2)
Example Impact Driver Metrics: Freshwater Pollution	<p>Volume of water discharged (total, freshwater, other) per tonne of crop and/or product dry matter and/or animal protein.</p> <p>Volume of wastewater discharged to the environment from 1) crop product processing facilities and/or 2) animal processing facilities and volume of wastewater reused.</p> <p>Water pollutant loading rate (kg pollutant per month), including locally developed model results for pollutants from non-point source, based on average nitrogen and phosphorus nutrient loads over past five years of operations.</p>	<p>Freshwater–Freshwater quality (pollution) targets:</p> <p>Requirements</p> <ul style="list-style-type: none"> For point sources, primary data/direct measurements on baseline pressure on water quality, taken as volume per month, e.g., ML/month (for discharge flow) or/and mass of nutrient per volume, e.g., mg P/L (for nutrient concentration) For non-point sources, secondary data on baseline for water quality, taken as mass of nutrient load per month (if based on locally developed model results) or volume per year, e.g., ML/year (if based on grey-water footprint). 	<p>Disclosure Requirement E2-3 Targets related to pollution:</p> <p>AR 16: When determining (local) ecological thresholds to set targets, the undertaking may refer to the guidance provided by TNFD on the use of the methods by the Science-Based Targets Initiative for Nature (SBTN), the relevant work outlined in the Sustainable Development Performance Indicator (SDPI) online platform, or any other guidance with a scientifically acknowledged methodology that allows setting of science-based targets by identifying ecological thresholds and, if applicable, entity-specific allocations.</p>	

The How

How should food companies go about implementing a robust biodiversity strategy?

The How

HOW SHOULD FOOD COMPANIES GO ABOUT IMPLEMENTING A ROBUST BIODIVERSITY STRATEGY?

Introduction

This section will focus on moving from the frameworks towards an understanding of how to create a robust biodiversity strategy and how this can support companies to understand what metrics and targets are relevant to report against each framework.

A strong biodiversity strategy will incorporate:

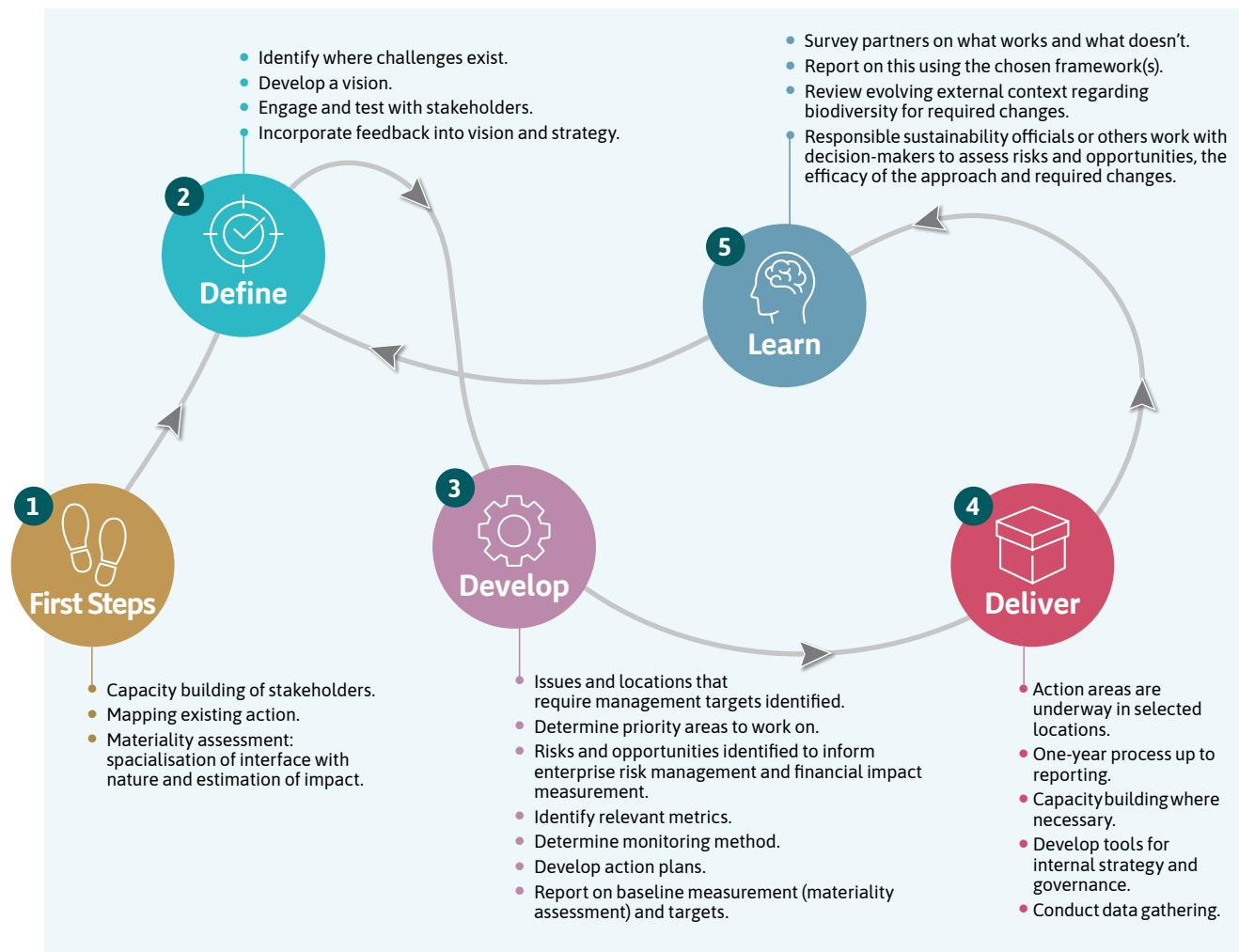
- A strong vision, based on the specificities and ambitions of the organisation such as its history, location(s), and product base.
- An understanding of how the organisation's operations and supply chain impact and are dependent on nature.
- A recognition of the centrality of people and communities to any biodiversity intervention.

As this guidance document has highlighted, the role of food companies in reducing the harm and regenerating the state of nature is imperative. The close relationship between biodiversity and food production, processing, procurement, and sale should underline the importance of effectively integrating biodiversity considerations throughout business functions as each, from procurement to marketing, have a role to play. Food companies stand to be leaders in action on biodiversity, with particular emphasis that such action will contribute to social and climate goals due to the intersectionality of people and planet.

The following section is intended for an audience of large and multi-national food companies, however many of the steps and suggested actions can be directly adopted by smaller enterprises or adopted with minor adaptations.

To support organisations with building this strategy, we have developed a five-step cycle: **First Steps**, **Define**, **Develop**, **Deliver**, and **Learn**.

Figure 2a: Our process diagram setting out a five-step cycle for building a robust sustainability strategy. (Source - original artwork)



The How

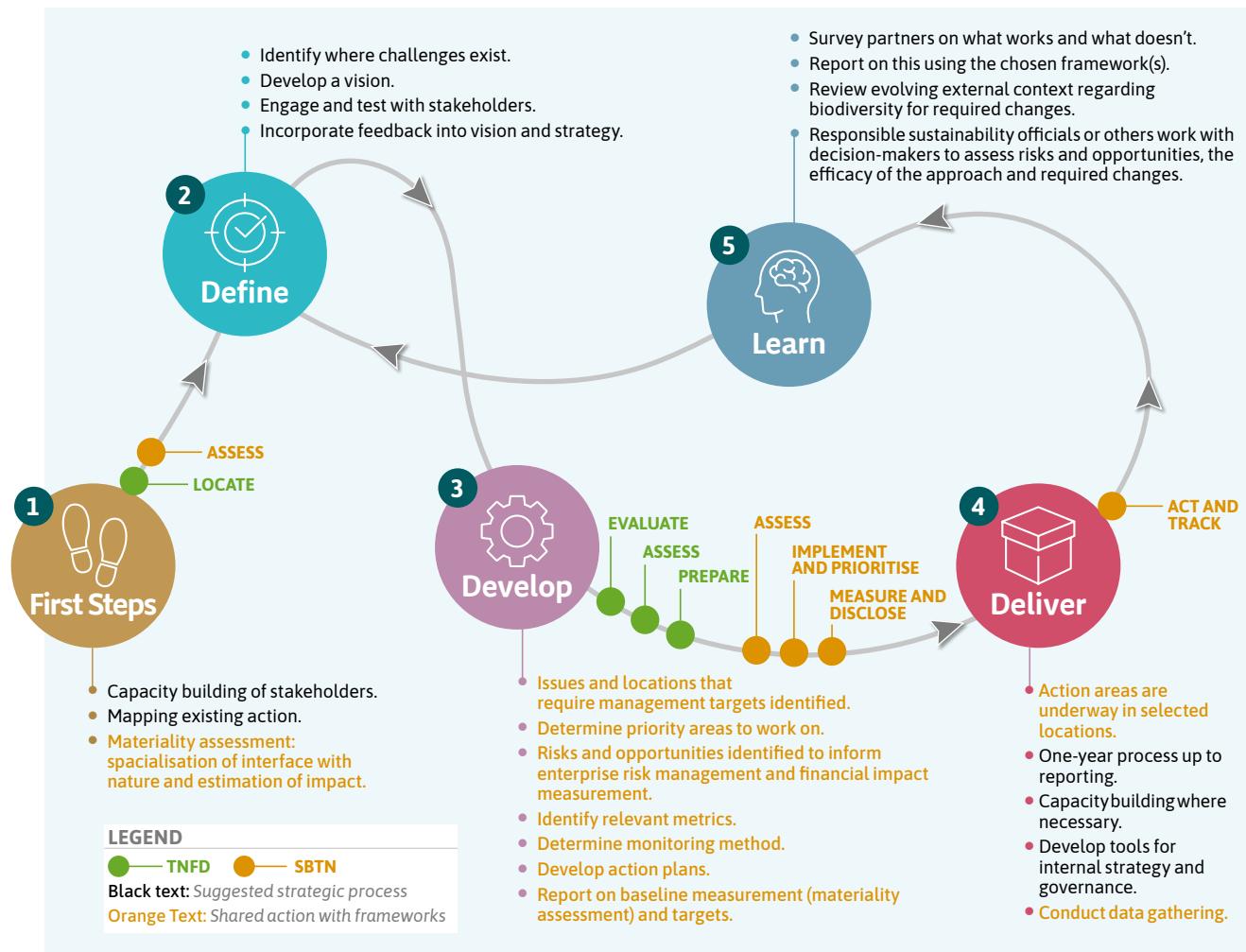
HOW SHOULD FOOD COMPANIES GO ABOUT IMPLEMENTING A ROBUST BIODIVERSITY STRATEGY?

Introduction continued

This cycle builds on and is complementary to the existing “LEAP” and five step approach provided by TNFD and SBTN respectively, indicating the steps to take for identifying and measuring impacts and dependencies on nature, and prioritising, disclosing, and acting on biodiversity in operations and supply chains. Several of the additional steps are aligned with existing guidance on biodiversity action, for example TNFD’s “7 steps to get started”, and guidance for adjacent agricultural sectors such as apparel. The graphic shown on the right demonstrates our cyclical process alongside TNFD and SBTN steps.

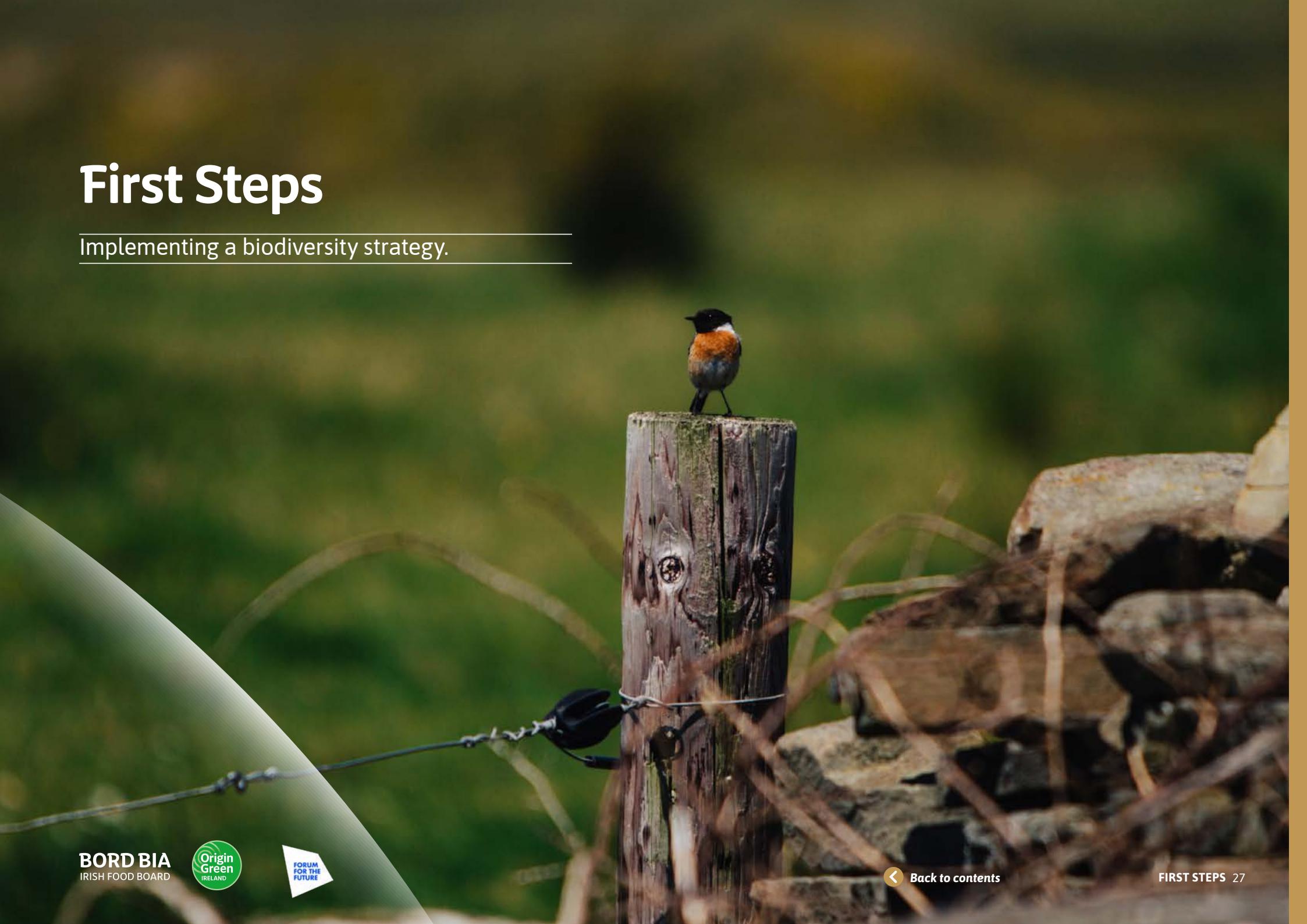
Finally, beyond the initial first steps, the process is intentionally cyclical. Ambition and action should grow with each cycle, as data quality and volume, the understanding of biodiversity, the regulatory environment, and the capacity to deliver action also grows. Following the “learn” stage, organisations are recommended to reflect on their vision, stakeholders, and strategy to ensure continual improvement, and alignment with changing regulatory and external contexts.

Figure 2b: Our process diagram mapped against the processes recommended by the SBTN and TNFD disclosure frameworks.
(Source - original artwork)



First Steps

Implementing a biodiversity strategy.



First Steps

At this stage, businesses will have recognised the necessity of implementing a biodiversity strategy within their business and will have begun considering its implementation.

WHAT MIGHT THIS STAGE LOOK LIKE?

Food companies in this phase may resonate with the following circumstances:

- Their primary focus lies in achieving net-zero targets, with a limited level of organisational awareness and comprehension regarding biodiversity and its interconnections with climate change or the sourcing of ingredients.
- Internal interest in the development of a biodiversity strategy remains uncertain, with a lack of senior-level support or a mandate to create such a strategy.
- Currently, the company has not actively participated in nature-based initiatives, or it may have some involvement, albeit lacking a comprehensive strategic vision.
- The company possesses restricted knowledge or familiarity with tools and frameworks like SBTN or TNFD, with capacity concentrated within a handful of employees.

There are several essential steps that we recommend every Origin Green member should consider before starting the process required by disclosure frameworks. Depending on where you are on your biodiversity journey, some of these may be of greater or lesser importance and urgency, however it is recommended to reflect on each regardless.

Capacity building

Biodiversity is an area that intersects with many scientific and academic disciplines, in addition to burgeoning sustainability and regulatory sectors. For many not directly involved in working on biodiversity and nature, the distinct terminology, concepts and how it intersects with many other areas of sustainability can be opaque, confusing and, where poorly understood, can risk action leading to unintended consequences or strategy missing potential opportunities for co-benefits.

To upskill the team, here are three key actions to consider:

- **Close the knowledge gap:** the knowledge gap between leadership in food businesses and the field of biodiversity (and sustainability issues more broadly) must be closed effectively and quickly in order to support leaders to make informed decisions. Sustainability personnel within the organisation should be change agents within the company, demystifying the complexities and challenges of nature issues so that terminology and frameworks are better understood.
- **Adopt a nature-positive mindset:** it is imperative that sustainability personnel and leaders also nurture a mindset that recognises our deep interconnection with the rest of the living world, the responsibility of business toward nature, food business' reliance on biodiversity, the interconnectivity of biodiversity and livelihoods, and social justice causes relating to loss of nature and changing land use (for example indigenous peoples rights).
- **Broaden the circle:** a transformative approach to biodiversity would include as broad a stakeholder group as possible in deepening their understanding of why biodiversity is critical to the business and what their role is in creating positive biodiversity impact.



TNFD's seven steps to get started:

TNFD recommends seven steps to get started with TNFD recommendations. Aligned with both our essential requirements and suggested strategic approach, TNFD suggests deepening understanding of nature; making the business case for nature; starting with what you have; plan for progression over time; encourage collective action through engagement and monitoring the adoption process. See [Getting Started with the TNFD Recommendations](#), p. 11



1 2 3 4 5

First Steps

Establishing appropriate biodiversity governance, roles, and responsibilities

In order to set an effective biodiversity strategy, consider who are the necessary stakeholders and decision-makers and the internal process for evaluating and prioritising nature-related risks and opportunities. Significant focus has been placed on the metrics and data for disclosure, yet good governance is the route through which metrics and data become input for effective and holistic strategy and action on nature.

To effectively integrate biodiversity into governance at the highest decision-making levels of the organisation, here are three key actions to consider:

- **Identify key decision-makers:** recognise the individuals and teams responsible for setting and executing the biodiversity strategy, including top-level executives and those overseeing environmental, sustainability, or corporate responsibility matters.
- **Prioritise nature risks and opportunities:** establish an internal mechanism for assessing and prioritising nature-related risks and opportunities, ensuring they align with the organisation's overall goals and objectives.
- **Ensure transparent and credible processes:** implement governance structures that demonstrate the commitment to biodiversity throughout the organisation. This not only reassures employees that the topic is being taken seriously but also supports public claims and marketing through demonstrably credible processes.

The following series of questions should be considered by Origin Green members when developing the appropriate governance structure for their biodiversity strategy.

Structure

- What is the frequency and process for nature related issues being considered at board level?
- Are roles, responsibilities, and decision-making clearly articulated? Are those with decision-making authority equipped, supported, and incentivised to carry out their roles?
- Is the governance (and strategy) process iterative? Are there opportunities for reflection and change on how nature is being governed and integrated?

Leadership

- Does the board and executive need further expertise, training, or capacity building to manage this? What external sustainability expertise does the board have access to?
- Are external stakeholders/experts necessary to ensure that the organisation has a sufficiently qualified view to assess, evaluate, and strategise on nature-related risks and opportunities?

Processes and policies

- Is nature included in our risk management processes e.g. risk matrix at the appropriate level?
- Is nature included within remuneration policies, for executives and other relevant stakeholders including middle management who oversee functions that interact with nature (including finance, office management, procurement, sales, logistics, etc), and is it given appropriate weighting?
- Are incentives related to the most material areas of biodiversity for the organisation?



First Steps

Establishing appropriate biodiversity governance, roles, and responsibilities continued

Stakeholder engagement

- Is there an opportunity for supplier partners, as well as value chain stakeholders and communities, to develop and contribute to biodiversity strategy and governance through representation to a committee or management group?
- Is the organisation's leadership articulating the need for action on biodiversity to employees and other stakeholders? How is biodiversity/nature communicated about internally?
- Is there an opportunity for employees to drive action on biodiversity, through internal fora/channels, how it relates to their work and personal lives?
- How are diverse voices and perspectives (including critical voices) actively invited in to inform and strengthen the governance process?

* Governance requirements from TNFD and CSRD

The TNFD and CSRD mandate disclosures on the oversight and management of sustainability issues, with minor differences in the required detail.

- TNFD: Requires disclosures relating to the board's oversight of nature-related dependencies, impacts, risks, and opportunities, management's role in assessing and managing the same, and the organisation's human rights policies and engagement activities. See **Recommendations of the Taskforce on Nature-related Financial Disclosures** p. 48.
- CSRD: The language in the CSRD refers to providing a description of the role of the administrative, management, and supervisory bodies with regard to sustainability matters, and of their expertise and skills in relation to fulfilling that role or the access such bodies have to such expertise and skills. See **CSRD Directive (EU) 2022/2464** p. 29.

Identify where you are already taking action on biodiversity

Getting started on biodiversity may be challenging, yet many companies are already delivering initiatives that contribute to biodiversity impact drivers. Many Origin Green members will already be participating in certification and sustainable standard initiatives that will relate to biodiversity, for example Rainforest Alliance certification or responsible palm oil (via the Roundtable on Sustainable Palm Oil) or soy (via the Roundtable on Responsible Soy), or via initiatives on reducing plastic in packaging, reducing water contamination, or advocating for certain issues.

To identify and align existing efforts on biodiversity, here are three actions to consider:

- **Conduct a biodiversity inventory:** identify and catalogue all existing initiatives and projects within the organisation that are contributing to biodiversity, including certifications, sustainable standards, or specific actions related to climate action, nature, and conservation. This inventory will provide a clear picture of your current efforts.
- **Integrate a framework like the AR3T Framework:** utilise a framework like the "Avoid, Reduce, Restore and Regenerate, and Transform" (AR3T) framework, proposed by SBTN, as a tool to categorise and analyse actions on nature. Assess how each initiative aligns with these categories to determine where efforts are most effective and where adjustments may be needed.
- **Benchmark and collaborate:** consider partnering with benchmarking organisations or industry peers to gain insights and best practices. Collaborative efforts can help enhance biodiversity initiatives and ensure they align with leading standards and practices in the field.



1 2 3 4 5

First Steps

Materiality assessment and impact mapping

This is a critical step in the journey toward creating an effective biodiversity strategy. While this process is closely associated with SBTN's "Assess" and TNFD's "Locate" stages, it extends beyond mere compliance with disclosure framework methodologies. A robust materiality assessment is instrumental in shaping a comprehensive biodiversity strategy. By examining biodiversity risks and impact across both businesses' operations and supply chain, companies can identify critical areas and hotspots. These hotspots encompass operations in high-risk locations and actions with more significant environmental impact. The scale of this endeavour may appear daunting, but it's best to begin by focusing on direct operations and key suppliers, progressively broadening the scope.

Here are three key actions businesses can undertake to navigate this critical phase:

- **Conduct a biodiversity materiality assessment:** initiate the process by assessing biodiversity risks and opportunities in the business's immediate operations. Gain a comprehensive understanding of how biodiversity is affected within the organisation and along the supply chain.
- **Engage with priority suppliers:** collaborate with priority suppliers to extend the materiality assessment into the supply chain. Identifying critical biodiversity-related issues and impact hotspots across the supplier network is crucial for holistic impact management.
- **Prioritise high-impact areas:** utilise the findings from the materiality assessment to prioritise high-impact areas where immediate action is needed. Develop a targeted strategy for addressing and mitigating biodiversity risks and promoting positive impacts within these identified hotspots.



Framework approaches to materiality assessments

Different frameworks have a different emphasis or requirement on materiality. Pay attention to the key differences.

- TNFD: **Flexible:** The TNFD takes a flexible approach to materiality to accommodate the preferences and regulatory requirements of report preparers and report users from organisations of all sizes and across all jurisdictions. See [Recommendations of the TNFD](#) p. 42
- SBTN: **Societal Materiality:** Relevant information is determined based on where the company has the most significant impact and where it can make the most meaningful improvements in line with planetary boundaries. See [Technical Guidance on Step 1: Assess](#) p. 16
- CRSD: **Double Materiality:** CRSD employs a double materiality approach, meaning companies should disclose a) information that reflects their significant impacts and dependencies on sustainability issues and b) how the risks and opportunities associated with those issues could impact their commercial performance. See [CRSD Directive \(EU\) 2022/2464](#) p.10 - Article 29



1 2 3 4 5

Define

Diagnosing the organisation's biodiversity position and leveraging existing expertise.

Define

At this stage, businesses define their vision and approach to biodiversity. This involves diagnosing the organisation's biodiversity position, leveraging existing expertise, and establishing a robust action and measurement framework to support strategy development and effective disclosure.

When this stage is revisited in subsequent cycles following the first strategy setting process, the existing vision should be revisited, with the steps in this section still relevant to any further amendments to updating the vision.

WHAT MIGHT THIS STAGE LOOK LIKE?

Food companies in this phase may resonate with the following circumstances:

- The development of a biodiversity strategy has started, including setting specific objectives, context, and scope.
- The business is exploring the necessary infrastructural changes required to facilitate strategy execution, such as capacity building and collaborations.
- There is strong senior leadership engagement and support combined with buy-in from across key business functions.
- Relevant teams are staying informed about evolving regulations and policy changes and communicating these with relevant functions.
- Tools and frameworks like SBTN and TFND are being integrated into the strategy development.

Develop a vision

Origin Green members should initiate the process of developing a vision of their position towards biodiversity that is tied to the business' unique interconnections with biodiversity, its unique history and business model, that builds on their capabilities and resonates strongly with its stakeholders. This vision is instrumental in framing the businesses commitment to biodiversity, prioritising conservation efforts, and establishing short, medium, and long-term goals. In this endeavour, it is crucial to leverage the latest scientific insights and knowledge concerning strategies like regenerative agriculture, nature-based solutions, and landscape approaches. Furthermore, the business must view biodiversity not only as a potential risk but also as a valuable opportunity. This phase lays the foundation for defining precise goals and formulating action plans to bring the biodiversity strategy to life.

When building a vision, the following four actions should act as a good practice process to follow:

- **Explore existing action on biodiversity:** assess existing policies, practices, and commitments that engage with or impact biodiversity and nature, identifying where fragmentation or indirect/inadvertent action is occurring.
- **Reflect on the organisation's culture and identity and external operating context:** each Origin Green member has a particular identity, informed by its culture, history, people, and geographical context. Creating a vision that resonates with this identity creates a golden thread to support prioritisation, marketing and more. This should be combined with an awareness of broader external factors influencing biodiversity.
- **Hold working sessions with internal stakeholders:** these sessions should be led by sustainability personnel, with biodiversity expertise provided if insufficient is in place internally. Reflect on how the organisation might be contributing to biodiversity and nature in 2030, or 2040, what it might be doing differently to today, and what needs to be true to realise that.



1 2 3 4 5

Define

Develop a vision continued

- **Draft vision:** sustainability leadership, in collaboration with other business functions and the executive team, should develop a draft vision on biodiversity following reflections and developments on all three initial steps.

A strong vision and position would incorporate the following principles:

- Integrated completely, not independent, nor as an auxiliary strategy pursued solely by the sustainability team.
- Built on the organisation's history, place, purpose, and image - asking how your business specifically can contribute to enabling thriving biodiversity.
- Consider biodiversity as interconnected and interdependent with sustainability issues including climate, livelihood, gender, and social inclusion.
- Farmer and farmer community-centric - recognising their importance as land stewards and how the social dimension is integral to impactfully and effectively supporting nature in food and agriculture.
- Owned by employees, suppliers, and consumers and enabling each group to understand their role and capacity to contribute to goals.
- Underpinned by a mindset shift - recognising that the company and its supply chains are part of, and reliant on, the health of the wider ecosystems and communities in which it is embedded.

1 EXAMPLE: John Lewis Partnership's "Our Plan for Nature" is a biodiversity vision statement that articulates five clear areas of work ranging from investment to ecosystem services to incorporating natural elements and design principles into new building projects. Crucially, new commitments are recognised alongside previous commitments, providing a link to existing work while establishing fresh ambition. The vision is couched culturally through relating it to the founders of John Lewis, with language linking nature to other sustainability issues.

2 EXAMPLE: Cafedirect's "Gold Standard" strategy is presented visually as a lemniscate - the symbol of infinity - neatly demonstrating how Cafedirect's four focus areas (growers, community, environment, and business) are endlessly interconnected. Each area articulates this relationship to the other three - environment captures both climate and biodiversity, but also includes both sustainable livelihoods and future generations. Specific goals, for example on sustainable use of resources or restoring landscapes through regenerative agriculture, include key milestones and indicators.

Test the vision and incorporate feedback

Before using the vision to support the strategy process, it is recommended to involve wider external stakeholders in stress-testing and co-developing the vision. Some stakeholders will help the organisation with high-level feasibility, or deepen the understanding of a particular location's interface with nature, others may contribute to ensuring key risks and opportunities are not overlooked, or help in avoiding unintended consequences.



1 2 3 4 5

Define

Test the vision and incorporate feedback continued

Three key actions to incorporate into your engagement:

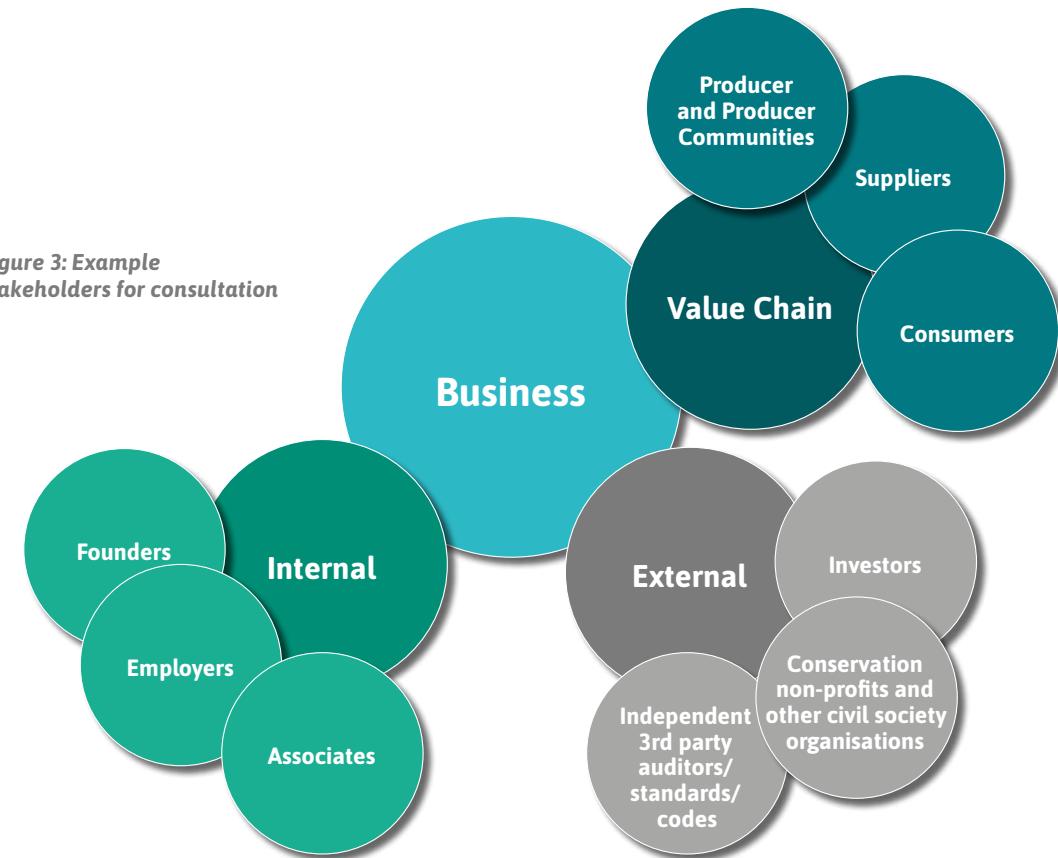
- **Map out the actors:** identify and map the ecosystem of actors that are relevant to a biodiversity exercise. An indicative list is provided in Figure 3. However, each organisation is advised to reflect on its priority suppliers, particular cultural connections, financial and governance model, and relationships to get the right constellation.
- **Hold interviews, focus groups, and surveys and share back:** engage your stakeholders in a number of different ways that make sense to them, best utilises their expertise and develops their own sense of ownership and buy-in of the emerging vision. It is highly recommended that any feedback received is collated and the aggregated feedback shared back with stakeholder groups. It is also important to share back any changes (or non-changes) to stakeholder groups, this ensures a deeper buy-in.
- **Incorporate feedback into the vision and publish:** the drafting team should work with senior decision-makers to reflect on the feedback process and determine what to include and how to do so. Any final draft should have a clear articulation of priorities, including locations, ingredients and so on, along with time horizons for goals, as this will support the next phase of work.

✳️ How TNFD and CSRD approach strategy

Similar to governance, TNFD and CSRD ask for disclosures on how companies' business model and strategy are impacted by and impact on nature. CSRD goes further than TNFD, requiring information on stakeholder engagement.

- TNFD: Requires the effects of nature-related dependencies, impacts, risks and opportunities on the organisation's business model, strategy and financial planning where such information is material, and includes disclosures on the resilience of the organisation's strategy to nature-related risks and opportunities. See [Recommendations of the TNFD](#) p. 50

Figure 3: Example stakeholders for consultation



- CSRD: Requires descriptions of the organisation's business model and strategy, including the resilience of the model and strategy, the opportunities for the organisation relating to sustainability matters, the plans for the organisation to ensure the model and strategy are compatible with the transition to a sustainable economy, how the model and strategy have taken into account the interests of stakeholders, and how strategy has been implemented with regard to sustainability matters. See [CSRD Directive \(EU\) 2022/2464](#) p. 29 Article 19.a.2



1 2 3 4 5

Develop

Identifying the most material impacts on nature and prioritising action areas.

Develop

In this stage, the business actively identifies its most material impacts on nature, prioritises action areas, and establishes monitoring and reporting mechanisms. It marks a shift from the purely strategic phase to practical implementation, all while meeting disclosure framework requirements. The primary objectives are to identify key priority areas based on the materiality assessment and strategic process already undergone.

WHAT MIGHT THIS STAGE LOOK LIKE?

Food companies in this phase may resonate with the following circumstances:

- The biodiversity strategy development is in full swing, incorporating insights from both internal and external stakeholders, including shareholders and consumers.
- The company has initiated the identification of material impact areas and dependencies throughout its supply chain.
- Clear targets are being defined, and the business is devising strategies for their effective implementation and monitoring.
- There is an evaluation of the necessary data and evidence to track and measure progress against established targets.
- The business is formulating approaches to capture learnings and exploring mechanisms to gradually elevate its ambitions over time.

* **Food and agriculture specific guidance**

Of the frameworks, only TNFD has sector guidance for food companies.

- TNFD: Currently in beta draft form, TNFD has created sector specific guidance for food and agriculture companies that provides additional information and support on the LEAP process, for example highlighting common business activities and associated impact drivers. This can be used to identify the required targets and metrics to use.

See [Additional Sector Guidance: Food and Agriculture](#).

Determine priority areas for intervention

This and the following steps are aligned with the Evaluate and Assess stages of TNFD's LEAP approach, and the Assess and Interpret stages of SBTN's approach. We recommend utilising the materials available to ensure the required process for disclosure is followed.

The conservation and mitigation action framework proposed by SBTN - Avoid, Reduce, Restore and Regenerate and Transform (AR3T) - is a valuable tool for identifying and categorising action on nature.

- Avoid and Reduce the pressures causing nature loss that would otherwise continue to grow - for example deforestation or peat-free inputs and products.
- Restore and Regenerate so that the state of nature can recover, for example, through nature-based solutions such as agroforestry.
- Transform underlying systems at multiple levels to address the drivers of nature loss, for example through encouraging consumers toward sustainable products.



Develop

In addition to the guidance, the following actions are also suggested to build a holistic approach:

- **Consider “low-hanging fruit” or “no regrets action”:** although action on the locations where impact, or potential impact, is most severe is imperative, do not discount action areas where minimal resources or time may be required to easily have a positive impact on nature.
- **Include intangible factors for prioritisation:** outside of the data-driven approach suggested by the frameworks, consider other factors for prioritisation that are harder to measure. This may include a historic or cultural contextual factor to an ecosystem or species.
- **Identify holistic approaches that deliver against multiple sustainability considerations:** the proximity of land for food companies offers opportunities for co-benefits - when action on one issue can positively impact others, such as climate or livelihood resilience. Regenerative agricultural models or landscape based approaches are examples of long-term interventions that consider a diversity of issues and stakeholders, are collaborative in nature, and are a departure from incremental or siloed sustainability strategies.
- **Focus on creating the enabling conditions for restoration and regeneration:** regenerative agricultural practices are often viewed as another ‘intervention’ done ‘to’ nature, which perpetuate the need for further interventions. New approaches to agricultural practices, such as integrated pest management methods focus on creating the enabling conditions for healthy ecosystems, working ‘with’ nature to enable its ecosystem services to function effectively.

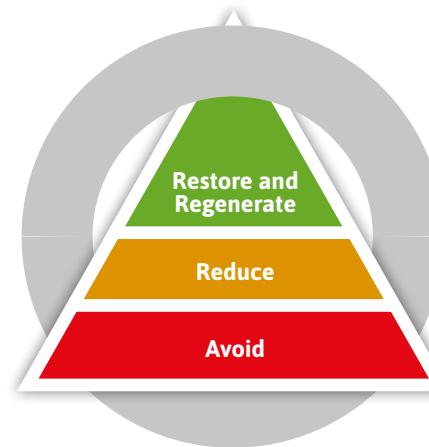


Figure 4: SBTN's AR3T conservation hierarchy (Source)

* TNFD's Evaluate and Assess stages

TNFD's two stages move organisations from locating their interface with nature to having established indicators and targets for each.

- **Evaluate** aims to develop an understanding of the organisation's potentially material dependencies and impacts on nature. See [Guidance on the identification and assessment of nature-related issues: the LEAP approach](#) p. 66
- **Assess** aims to understand which nature-related risks and opportunities are material and should be disclosed by the organisation - moving toward a shortlist of risks, opportunities, and priority locations. See [Guidance on the identification and assessment of nature-related issues: the LEAP approach](#) p. 100.

* Assess and Interpret and Prioritise stages

SBTN's Assess and Interpret and Prioritise stages mirror TNFD's Evaluate and Assess stages. Origin Green members will end with a shortlist of locations for target setting.

- **Assess** requires companies to assess and identify their most material impacts and dependencies on nature and where they occur in the value chain. See [Initial Guidance for Business \(2020\)](#). P. 16.
- **Interpret and Prioritise** moves companies to prioritise different places across their spheres of influence where you can start acting today. See [Initial Guidance for Business \(2020\)](#). p. 29.



1 2 3 4 5

Develop

Identify relevant metrics and targets

TNFD and SBTN provide core and additional metrics that enable businesses to move from having a short-list of prioritised locations to establishing the indicators and targets relating to each.

In addition to exploring the guidance provided by the frameworks, we recommend considering the following activities:

- **Bring in biodiversity expertise:** it is imperative that impact drivers are met by ambitious yet realistic targets, and strong and relevant metrics. To deliver on this, consider if the in-house sustainability expertise is sufficient to understand this across business functions, and if external support is needed.
- **Consult with internal stakeholders:** following initial consultation on the vision, bringing internal stakeholders from different business functions and (where relevant) geographies will support in understanding how each can contribute to different metrics, and how others could prove more challenging, supporting making more accurate targets.
- **Consult with local stakeholders:** in addition to the guidance provided by the reports, qualitative engagement with stakeholders may support understanding the greatest changes to the state of nature for that area, influencing target setting and contributing to more relevant metrics.
- **Identify relevant norms and thresholds:** normative and science-based thresholds help contextualise whether or not reaching a target is sufficient to contribute to the restoration of stocks of natural and social capital. Examples include the minimum recharge rate of a groundwater aquifer which represents the threshold above which the aquifer remains stable or growing over time, or the living income level that represents the threshold above which someone can afford a decent standard of living for all members of their household. See WWF for more information on context-based water targets and UNRISD for more information on context-based targets in general.

* TNFD's food and agriculture specific guidance

In addition to the cross-sectoral metrics suggested by TNFD, the draft sector guidance for food companies provides additional support on metrics across different land-use types.

- Cross-sectoral guidance can be found on the TNFD LEAP approach guidance. See: [Annex 1: TNFD suggested assessment metrics](#). p. 157
- Food and agriculture specific guidance is still in beta draft form, however there is still sufficient information to support Origin Green members to get started. See [Additional Sector Guidance: Food and agriculture](#) p. 32.

* SBTN's Measure, Set, and Disclose

There is significant information on setting appropriate metrics and targets from the Science-based Targets Network. The initiative has yet to release sector-specific guidance.

- For illustrative examples and practical support, see [Initial Guidance for Business \(2020\)](#). p. 33 - 37
- For technical guidance on land targets, see [Land Technical Guidance](#).



1 2 3 4 5

Develop

Create action plans

This step moves companies from a list of locations, indicators, and targets to creating interventions that will avoid, reduce, restore, regenerate, and transform nature. Companies should consider action not only at the corporate level but at a level commensurate with the scale required by the issue. For example, reducing a facility's water pollution is straightforward, however reducing water waste and improving water quality and access across production landscapes will require partnership and likely jurisdictional approaches, along with nature-based solutions.

Incorporate the following actions to your development of action plans:

- **Utilise the AR3T framework:** categorising action according to this typology of action can support planning different levels of action occurring simultaneously, with the same objectives but different targets.
- **Partner where possible:** as stated by SBTN, uncoordinated, non-collaborative action among companies and other stakeholders can lead to unintended consequences, missed opportunities and potential negative impacts.
- **Plan with suppliers:** with action on locations in supply chains, ensure that the planning process is held alongside supply partners, conservation organisations and technical experts.

* **SBTN's Act stage**

The Science-based Targets Network has additional steps beyond what is provided by TNFD. This step, "Act" is useful guidance for companies designing action plans.

- **Act** provides example actions for each level of action in the AR3T framework, categorised by different levels of scale and types of action, such as spatial, technological, and temporal.
See [Initial Guidance for Business \(2020\)](#). p. 45.



1 2 3 4 5

Develop

At this stage, Origin Green members will have in place a governance structure for monitoring and managing biodiversity related activities, risks and opportunities; a vision that sets out the level of ambition and overarching priorities; the prioritised locations and types of activities, targets and metrics, and action plans to meet the vision and the targets. These are the necessary ingredients for disclosure for each of the disclosures. However, each framework has nuanced requirements on materiality, requirements on governance and strategy. Note that the Science-based Targets for Nature (SBTN) can be used to disclose against both TNFD and CSRD.

Utilise the suggested actions to improve your approach to disclosure.

- **Return to each previous stage:** review and revisit former stages of the approach to ensure you have a fully informed response.
- **Consolidate all of the reporting:** the number of different frameworks can be dizzying, however each is able to speak to the others in certain ways. When preparing your reporting, consider the level of detail and ambition that can cover the majority of disclosure requirements.
- **Validate with internal and external stakeholders:** as with each step of the process, the disclosure step is improved with consultation with stakeholders. In this step, it is particularly imperative as this publicly available information can be scrutinised publicly. It is therefore prudent to have an improved understanding of how reporting will “land” with different groups.

* **Disclosing biodiversity information**

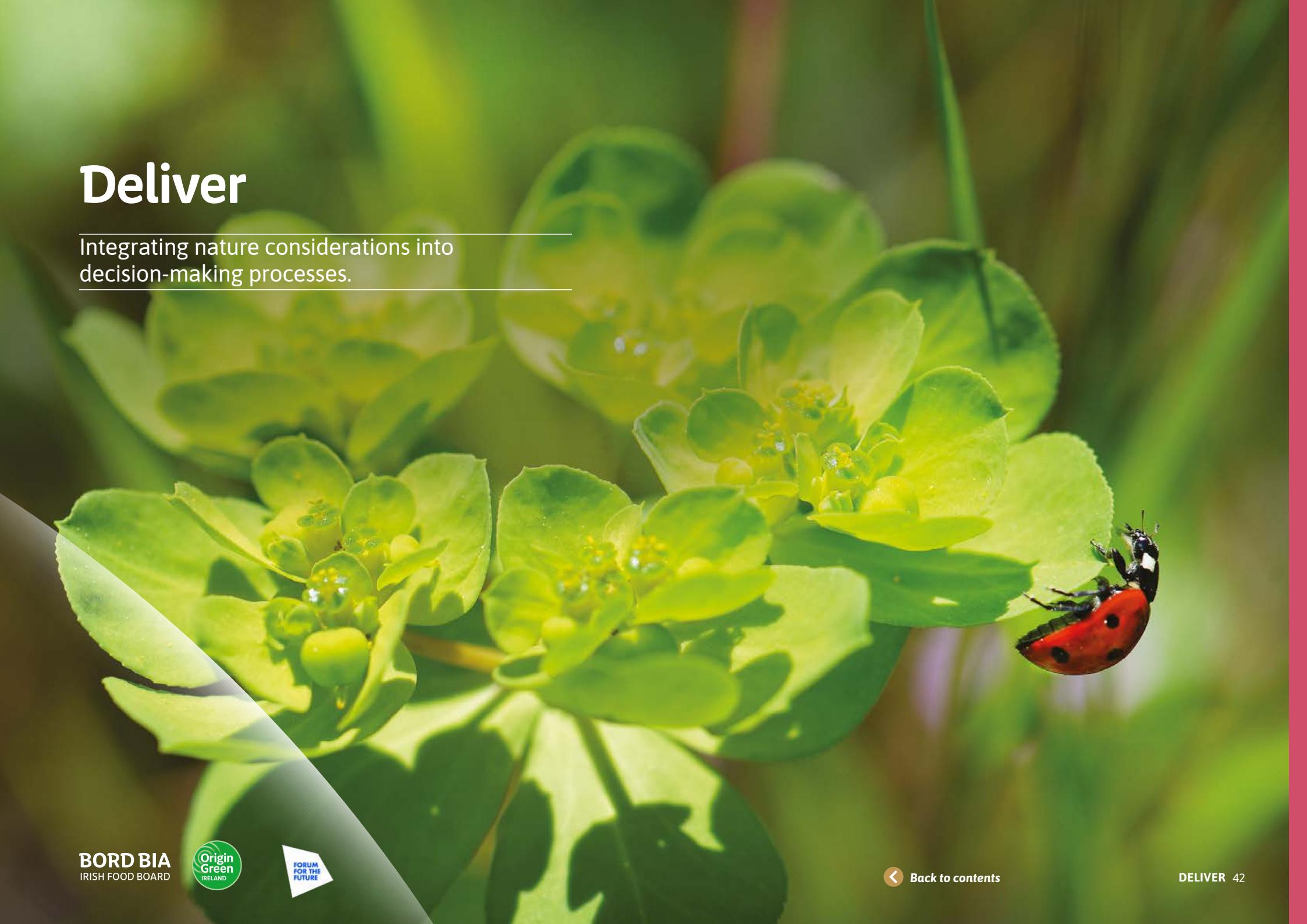
Companies will need sustainability officers to be cognizant of the nuanced differences between the frameworks. However, they should also be aware that often meeting one framework will go a long way towards meeting another.

- **TNFD:** The “Prepare” stage outlines the recommended disclosures in governance, strategy, indicators, and metrics. Their guidance has provided ample evidence, examples, and support on this step. See [Guidance on the identification and assessment of nature-related issues: the LEAP approach](#) p. 151
- **CSRD:** The directive from the EU requires large, small, and medium sized undertakings to include in their management report information necessary to understand how sustainability matters affect it. The list of expected disclosures is provided, and there is a growing body of literature to support disclosure against this. See [CSRD Directive \(EU\) 2022/2464](#) p. 29.



Deliver

Integrating nature considerations into decision-making processes.



Deliver

At this stage, a business will have established a science-based biodiversity strategy and an efficient communication plan. The delivery phase focuses on fully integrating nature considerations into decision-making processes throughout the organisation.

WHAT MIGHT THIS STAGE LOOK LIKE?

Food companies in this phase may resonate with the following circumstances:

- A well-defined biodiversity strategy that has been developed and effectively communicated to both internal and external stakeholders.
- Areas of material impact and dependency within the supply chain have been identified.
- The organisation has achieved widespread buy-in for the strategy, actively incorporating business impact and dependencies on nature into decision-making.
- Clear organisational targets have been established, complete with operational plans for implementation, monitoring, and compliance enforcement.
- The business is making strategic investments in nature-based solutions.

Although the various frameworks encourage ambition, they may not enforce it. Food companies are already aware of the impact of a changing environment on their supply of ingredients and material inputs, in terms of security, volume, and quality. Origin Green members have the opportunity to create considerable positive impact on nature in a way which not only supports their business, but also strengthens ties with partners, communities, and peers. We encourage each company to be bold and collaborative, knowing the time to act is now.

Considerations during the deliver stage

Given that the strategies of each Origin Green member will have distinct characteristics and will be dependent on a wide range of factors, it is not feasible to cover all potential approaches to implementing a biodiversity strategy in this report. However, this step provides three recommended activities for sustainability personnel and programme leads to enact while implementation is underway. In addition to these actions, several key considerations are included to support continuous improvement in programme design and delivery.

RECOMMENDED ACTIVITIES DURING DELIVERY:

- **Update senior stakeholders on progress:** executive and board level personnel should receive updates, including progress on goals, and how the interventions and investments relate to risks and opportunities for the organisation.
- **Look for opportunities for collaboration:** advocating, influencing, and creating change in the food system commensurate with the 'Transform' level of action, requires action beyond a single company or actor. When delivering on biodiversity programmes, consider how the intervention could be strengthened through partnership with organisations facing similar challenges, for example via landscape-based approaches that focus on the complexity of production regions, rather than solely one crop.
- **Improve cross-functional engagement on programmes:** delivery is a good time to share updates and encourage engagement from a broad range of internal teams. Not only can this encourage employees that meaningful action is happening, but it may catalyse opportunities for innovation, co-benefits or stimulate action in unexpected areas.

In addition to the steps above, we suggest the following considerations when delivering on biodiversity plans. These are both important during project design and delivery, as contexts may change, and interventions may quickly demonstrate where change is necessary.



1 2 3 4 5

Deliver

RECOMMENDED ACTIVITIES DURING DELIVERY: *continued*

Considerations include:

- The role of specialist support, from biodiversity specialists to conservation organisations.
- The role of local community groups and associations in the areas where action is taking place.
- The strengths and limitations of certifications and sustainable standards in providing a mechanism to incentivise adoption of sustainable or regenerative practices among farmer groups.
- The use of traceability software or other tools to support data collection.
- Openness to indigenous or alternative forms of knowledge, being fully aware of the power dynamics inherent and working with and for communities.

Internal delivery

Whilst external action is underway, it is imperative that the organisation does not see its role in ensuring biodiversity is integrated into business functions as complete. Developing internal tools or processes that can bring biodiversity (and other sustainability issues) closer to the day-to-day work of employees. These may include decision-making tools that forefront biodiversity considerations when planning a new project, or incentive policies that rewards action on biodiversity.

The following are two key actions for delivering on biodiversity internally:

- **Identify functions closely related to biodiversity and pose the following questions:** how do these teams incorporate biodiversity in decision-making? Do they have the expertise to do so? What tools and processes might be developed to facilitate team members' understanding of biodiversity and nature? Who else needs to be involved to ensure thorough action.
- **Build biodiversity into performance review and remuneration:** reducing climate emissions are increasingly a feature of senior performance review and remuneration in companies. How might biodiversity similarly show-up? Think creatively about how to do this, and who should be included.



1 2 3 4 5

Learn

Integrating internal insights and adapting to evolving external factors.

Learn

A business in this stage will proactively track and report its impacts and dependencies on biodiversity. Simultaneously, it will integrate internal insights and adapt to evolving external factors to refine its strategic approach.

WHAT MIGHT THIS STAGE LOOK LIKE?

Food companies in this phase may resonate with the following circumstances:

1. The biodiversity strategy is being executed with ongoing transparent monitoring, reporting, and disclosure.
2. The business is continuously improving and evolving the strategy based on data and insights to adjust action and investment.
3. The business is preparing for emerging tools and frameworks across climate and social and considering the best ways to integrate them into existing biodiversity strategy specifically and the business more widely.
4. To ensure biodiversity strategy continues to grow, the business is exploring opportunities and lessons from other sectors.
5. Future scenarios are being used for the business to begin to anticipate and plan for possible future scenarios for the sector and its possible future impact on nature.

Data collection on progress

This step requires using determined methods, for example geospatial satellite imagery, soil sampling, interviews, to conduct the required Measurement, Reporting, and Verification (MRV) related activities. This step is critical for tracking and reporting on progress, a key aspect for accountability and for the integrity of the set targets.

Key steps for data collection include:

- Determine the appropriate method for monitoring and measurement for the location, scale, and specific AR3T level.
- Conduct measurement exercise - deploying external support and internal finance and other resources to do so.
- Assess data against baseline identified in stage 1.
- Qualitative data gathering with stakeholders.

MRV activities are consistent in stages 3 and 4 of this approach, and are aligned with SBTN's framework. In stage 3 companies will have established the relevant indicators and metrics for the priority interventions on biodiversity. In this step, return to the identified metrics and consider the appropriate method for collection. This may have been determined during the initial stages, for example the risk assessment, materiality assessment and other activities conducted to baseline impacts and dependencies. However, you may also need to consider new methods of data collection, their strengths, weaknesses and what is gained or lost in using them. This step will likely require external support from technical organisations.

An additional recommendation is to conduct qualitative data gathering with supplier partners, local community groups impacted by the intervention, local conservation groups, and other stakeholders. This process should capture insights beyond the quantitative metrics required for disclosure and could be highly valuable in understanding any emerging risks and opportunities, significant changes outside of the ecological that could impact work and, most importantly, ensure that the intervention and data collection is working as planned and seen as valuable.

This stage is also integral to stage 3.

* **SBTN's initial guidance on data gathering**

None of the listed frameworks provide detailed information on specific methodologies for data gathering for monitoring programmes that are underway. Greater levels of information are available for baselining and evaluation stages.

- **SBTN:** The initiative has provided an overview of different tools and data types for biodiversity monitoring. See **Initial Guidance for Business (2020)**, P. 22 - 24.



Learn

Review internal and external shifts regarding biodiversity

Biodiversity is a rapidly changing field. As the Kunming-Montreal Agreement comes into full effect, expect to see further shifts at global, regional, national, and local level, in addition to shifts in food and retail with regards to biodiversity. Equally, your team may have evolved and changed. Ensure your approach to biodiversity remains robust by reviewing both at consistent intervals.

The following steps should be incorporated and developed over the course of an annual period:

- Sustainability leads and personnel provide regular updates to executive leadership and board members with regards to the external environment.
- Sustainability leads develop and maintain a competency framework for nature and biodiversity.
- New opportunities for training on nature, climate, and social justice are made available to the organisation's employees.

Action and ambition relating to nature and biodiversity is a rapidly changing field. In 2023 alone, the Taskforce for Nature-related Financial Disclosures (TNFD) was published, the European Union (EU) accelerated ambition with the Green Deal legislation, and Swedbank bought the first European biodiversity credits. In such a changing environment, organisations must continue to follow and adapt, and be aware of the potential impact of such changes on your vision, strategy and programmes. As the team closest to these issues, it is the role of sustainability team members to design an effective communication strategy with internal (and where possible external) stakeholders.

A potential consideration is the use of applied futures to understand existing and emerging trends at macro and micro-levels, their key implications on the business, and the key questions these pose.

As the external environment changes, so too do internal teams. It is natural that team members move on. Therefore, it is key to maintain or improve skill sets and knowledge as it relates to biodiversity. Where possible, formalise this into a framework that outlines the desirable and essential qualities and capacity on biodiversity for senior management and other roles.



1 2 3 4 5

Integration Guide

Driving meaningful integrated action on biodiversity and nature.



Integration Guide - Operations

GUIDANCE ON HOW TO INTEGRATE BIODIVERSITY INTO CORE BUSINESS FUNCTIONS

We have identified seven key business functions where strong biodiversity and nature integration will help drive meaningful integrated action on biodiversity and nature.

Operations

Description: Overseeing the internal facilities, processes, and teams responsible for the production of goods or provision of services.

What an integrated biodiversity approach in this function looks like: For operations to integrate biodiversity, they must evolve to ensure that every facet of production or service delivery moves beyond a minimising harm mentality. Minimising resource waste, leveraging sustainable materials, and utilising methods that do not harm natural habitats become foundational, but operations should also seek to enhance biodiversity and develop operations that are sensitive and integrated into surrounding ecosystems.

EXAMPLE: Yeo Valley, a UK-based dairy company, has led from the front in terms of bringing “People and Planet” into everything they do. This includes working extensively with their farmers on organic production, but also on circular systems in farming, utilising waste streams in production and reducing plastic pollution. Yeo Valley also has cross-functional senior roles, for example the Chief Impact and Finance Officer.

✓ **A quick win:** Conduct a biodiversity impact assessment of the current processes and immediately addressing areas with the highest potential for positive impact.

QUESTIONS TO CONSIDER:

1. How are you building positive biodiversity and nature impacts into the job description of all employees while increasing their agency to deliver targets?
2. How can biodiversity and nature be included and equitably weighted in remuneration and incentive schemes for employees?
3. Are there “connective roles” in the organisation that identify and/or support cross-functional linkages for progress on biodiversity?
4. How can you build biodiversity and nature into operational decision-making protocols, for example how new infrastructure or capital assets can be developed in harmony with local ecosystems?
5. How are you showcasing how embedding biodiversity in your operations can work successfully and sharing learnings and challenges with the wider food industry?
6. How are you setting up employee-wide forums to enable company-wide dialogue to challenge, improve, and drive positive change on the organisation’s approach to biodiversity and nature?
7. How are you intentionally co-designing processes and operations to strengthen communities and ecosystems?
8. How can circular economy principles be applied in operations to further protect biodiversity?

Integration Guide - Procurement

Procurement

Description: The process of sourcing, negotiating, and purchasing goods and services needed for business operations.

What an integrated biodiversity approach in this function looks like:

A procurement process that meaningfully encompasses biodiversity does not only purchase; it also verifies, ensures, and collaborates with suppliers. This means prioritising suppliers who share a commitment to sustainability and understanding the origins and processes behind each item procured. It also encompasses working closely with key suppliers to build their own capacity to address biodiversity and nature and deliver on your own commitments.

EXAMPLE: Danone has committed to sourcing its ingredients from farmers using regenerative practices, defined as protecting soil, water and biodiversity, ensuring animal welfare and recognises the key role of farmers. Danone France has committed to sourcing only regeneratively grown ingredients from France by 2025, and is working with WWF and leading nature experts to do so.

 **A quick win:** Establish sustainable supplier guidelines and a mechanism to regularly audit supplier practices.

QUESTIONS TO CONSIDER:

1. What strategies can be adopted to ensure that the sourcing of ingredients not only does not harm natural habitats but restores and regenerates them?
2. In what ways can you co-design programmes to create positive biodiversity and nature impact (for example, regenerative agriculture) in collaboration with suppliers, beneficiaries, and peers, tailoring them to local conditions and needs?
3. In what ways can you provide education, training, development, and direct support to suppliers along supply chains relating to biodiversity data and action?
4. How are you facilitating the development of peer and supplier support networks that collaborate and co-create interventions on biodiversity?
5. What mechanisms do you have to encourage more transparent sharing of biodiversity information and data in non-proprietary ways across your supply chain?
6. In what ways can you advocate for higher regulatory standards on protection and regeneration of nature in sourcing locations?
7. Is your procurement strategy balancing considerations of cost with supporting supply chain resilience and adaptiveness, with a deep understanding of impacts and dependencies on natural ecosystems?

Integration Guide - Marketing

Marketing

Description: Designing and executing strategies to promote and sell products or services, enhancing brand value and reach.

What an integrated biodiversity approach in this function looks like:

Marketing, in the age of informed consumers, extends beyond selling. It's about telling a story that aligns with the values of sustainability and biodiversity conservation. Honest and authentic marketing campaigns can highlight a brand's commitment to the environment, making them more relatable to eco-conscious consumers.

EXAMPLE: Lush Cosmetics' proactive communication around their commitment to ethical buying is a case in point. Such narratives, when genuine, resonate deeply with consumers, turning them into brand ambassadors and loyal customers. Lush has incorporated campaigning into its product marketing since 2006, working alongside civil society organisations to do so. Biodiversity related campaigns have included raising awareness on marine conservation, deforestation, and animal welfare, from badger culling to orangutan protection. The campaigns often directly link conservation to groups and communities working on the ground to prevent harm and restore nature.



A quick win: Integrate biodiversity themes into upcoming campaigns and brand messages and plan to tell your biodiversity story. Engage customers meaningfully with the importance of biodiversity to bring them closer to nature and the ecosystems the business depends on.

QUESTIONS TO CONSIDER:

1. How can biodiversity conservation and regeneration be integrated into the brand's narrative and values?
2. How can your marketing create new narratives and build citizen awareness of impacts and dependencies on nature relating to your products?
3. How can you shape culture through brand engagement and communications to embrace positive nature and biodiversity impacts?
4. How can product or service promotions align with and support biodiversity-related events or causes?
5. In what ways can customer feedback mechanisms be utilised to understand their values and expectations regarding biodiversity?
6. How can honesty about biodiversity efforts be communicated effectively to consumers and the wider industry, including successes and challenges?
7. How can marketing stimulate demand for place-based, nature-positive products that share value fairly through the value chain?
8. How can you adopt broader metrics of success related to biodiversity targets for marketing campaigns than sales figures?



Integration Guide - Learning and Development

Learning and Development

Description: Focusing on employee and supplier training, capacity building, skill enhancement, and professional growth to meet current and future business needs.

What an integrated biodiversity approach in this function looks like:

Learning and development, when attuned to biodiversity, focuses on equipping both employees and suppliers with the knowledge and tools they need to contribute to conservation efforts. This goes beyond mere training; it's about fostering a culture that values and acts upon environmental learnings and shares the responsibility.

EXAMPLE: Tesco have created positions in their teams which speak to the importance of biodiversity, including a Nature and Forests Manager hired this year. Although this is not training across the entire staff base, it begins a process of ensuring that the organisation has internal capacity to work on nature effectively.

 **A quick win:** Launch an introductory biodiversity training module for all employees.

QUESTIONS TO CONSIDER:

1. How are you building the capacity of all employees on biodiversity and nature, by providing education, training, development, and direct support to employees?
2. How can skill gaps in understanding and implementing biodiversity initiatives be identified and filled?
3. Are there opportunities for collaborative learning experiences, such as workshops with environmental organisations?
4. How can a continuous learning culture be fostered around evolving biodiversity topics?
5. What metrics can be used to measure the effectiveness of biodiversity-focused learning initiatives?
6. How can you identify and equip designated biodiversity and nature champions (inside and outside of executive level) with the skills and information to champion an integrated biodiversity approach within their departments, teams and working groups?
7. In what ways can you invest in creating conditions where every person can contribute to positive biodiversity and nature impacts in their unique, meaningful way and feel safe and secure doing that?



Integration Guide - Corporate Affairs

Corporate Affairs

Description: Encompassing corporate communications, government interactions, advocacy, and investor relations, this function manages the company's external relationships and reputation.

What an integrated biodiversity approach in this function looks like:

In a biodiversity-conscious world, corporate affairs not only manages the company's external relations but also positions the business as a thought leader in environmental stewardship and advocate for positive change (for example, businesses involved in the One Planet Business for Biodiversity (OP2B) coalition). Regularly communicating transparent biodiversity progress reports and advocating for sustainable policies can make a marked difference.

EXAMPLE: Unilever's annual Sustainable Living Report exemplifies this ethos. It not only celebrates achievements but also acknowledges areas that need improvement. Such an approach keeps businesses agile and responsive, ensuring they remain at the cutting edge of sustainability.



A quick win: The inclusion of biodiversity sections in annual reports and active participation in eco-centric forums.

QUESTIONS TO CONSIDER:

1. Can you participate in or set up collaborations with other businesses, civil society organisations, and state and semi-state organisations to drive faster change and deeper transformation around biodiversity?
2. How can corporate affairs engage with governmental bodies to support biodiversity-friendly legislation?
3. What biodiversity metrics should be communicated in annual reports to stakeholders? And can biodiversity commitments and progress be transparently reported and communicated?
4. How can investor relations be managed to emphasise the company's commitment to biodiversity as a value driver?
5. In what ways are you supporting good governance in the countries where you operate, in particular supporting and advocating for the rights of communities and indigenous people to protect biodiversity and nature?
6. Can you encourage governments to implement meaningful policies for protecting, restoring, and regenerating nature and biodiversity?
7. How are you seeking to attract patient capital and long-term investors also focused on positive biodiversity outcomes?
8. How can you advocate for public procurement policies that stimulate demand for nature- and biodiversity-positive food and products?
9. Can you engage actively with investors to move beyond ESG risks and opportunities, and take a double materiality approach in order to focus on actual impacts?
10. In what ways can you encourage and work with governments to promote public awareness of practical lifestyle choices that deliver positive biodiversity, climate, health benefits, such as healthy diets?
11. Can you encourage and work with governments to re-channel subsidies into nature-positive solutions and remove incentives that promote unhealthy food?



Integration Guide - Finance

Finance

Description: responsible for budgeting and planning, monitoring business performance, making informed decisions, and mitigating financial risks.

What an integrated biodiversity approach in this function looks like: true integration of biodiversity into finance means budgeting with a sustainability lens that is based on ecological cost and value and investing in positive biodiversity impact. It's about recognising that financial health is intricately linked to ecological health.

EXAMPLE: Kering, the luxury fashion house, has developed the "Environmental Profit and Loss (EP&L)" tool to measure carbon emissions, and biodiversity relevant metrics such as water consumption, air and water pollution, land use and waste production along its supply chain, converting visible and quantifiable data into monetary values to guide decision making in both sustainability, procurement and operations.

 **A quick win:** Set aside a dedicated budget for biodiversity initiatives and explore green financing options.

QUESTIONS TO CONSIDER:

1. How can financial strategies prioritise and support biodiversity conservation initiatives?
2. Are there opportunities for impact investing or green bonds that ring-fence funds to directly benefit biodiversity?
3. How can the return on investment (ROI) of biodiversity initiatives be measured and communicated?
4. Can budget allocations be adjusted to further support biodiversity-focused R&D or innovations in a safe-to-fail way?
5. How can financial risks associated with biodiversity loss be assessed and mitigated?
6. How can you experiment with true cost accounting mechanisms that account for externalities like biodiversity loss?
7. Can you transparently disclose biodiversity and nature information within management information and use it to inform decision making in order to create value for all stakeholders?
8. How can you clearly identify, monitor, and value the positive impact created by the business from biodiversity and nature positive action?
9. How can decision making protocols include natural, social, and human capital information alongside financial and other capitals, with interdependencies between different capitals reflected in analysis and decisions?

Integration Guide - Innovation and Product Development

Innovation and Product Development

Description: Driving the research, design, and creation of new products or services, while constantly refining existing offerings to meet market demands and technological advancements.

What an integrated biodiversity approach in this function looks like:

A product development process that integrates biodiversity is not just about innovation but also about regeneration. It's about understanding that every product or service has a footprint and working relentlessly to minimise its impact.

EXAMPLE: Interface's NetWorks project worked with local communities in the Philippines and Cameroon to incentivise the gathering and sale of discarded fishing nets that contribute to the 640,000+ tonnes of fishing gear dumped into oceans annually, damaging marine biodiversity and ocean health. Interface worked with another company to turn the nets into nylon yarn, which was then used by Interface in its product line. The initiative provided a livelihood for the communities taking part, and in 2015 alone eliminated 12,600 tonnes of waste and was connected to \$23.5 million in sales for Interface.



A quick win: Teams can initiate collaborations with environmental experts to assess and guide current and future product lines.

QUESTIONS TO CONSIDER:

1. How can new products and services be designed that take an integrated approach to addressing both social justice and biodiversity challenges?
2. How can the product development process consider and minimise biodiversity impacts?
3. How can products, pricing, or distribution be tailored to meet the needs of positive biodiversity solutions?
4. Can the company collaborate with researchers or environmental specialists to inform product development?
5. How can customer feedback on biodiversity concerns shape product innovations?
6. What technological advancements can be leveraged to create products or services that are both profitable and biodiversity-friendly?
7. In what ways can you practise extreme user design to spark innovation around biodiversity and nature?
8. Can you introduce income-based pricing to recognise different abilities to pay and extend a brand's consumers to lower-income groups?



Biodiversity Target Example

Incorporating biodiversity and nature into a business' core strategy is no longer a choice but an imperative.



Biodiversity Target Example

In the table below, we have articulated what an appropriate nature and biodiversity target might look like using the Origin Green sustainability plan template. This has been completed from the perspective of a fictional large food manufacturer, headquartered in Ireland and with a local and global sourcing footprint.

The initiatives listed below the target follow the SBTi's AR3T act framework and response options table, and apply to several different core functions of the business.

Additional Targets

BIODIVERSITY

Target and Initiatives Table (Biodiversity).

Target Description	<p>2050 Target: Contribute to the protection of an area of land equivalent to 100% of the land footprint associated with making our products, both on the farms and in the landscapes of our key sourcing region by 2030, and the restoration of that land by 2050. See rationale below for details of the assessment criteria associated with this target.</p>
Target Rationale	<p>2027 Target: Reduce point source pollution affecting surface and groundwater sources produced from our direct operations in processing or manufacturing sites by 98% by 2027, compared to a 2023 baseline.</p>
Target Rationale	<p>2050 Target Rationale: Restoring an arbitrary area of land is no longer sufficient. To act within planetary boundaries and in-line with science, we need to restore an area of land equal to or greater than the area associated with making our products.</p> <p>This is not about offsetting nature loss in one ecosystem, by restoring nature in another ecosystem. We will therefore focus our interventions both on the farms and in the landscapes and watersheds surrounding the farms in which our ingredients are grown.</p> <p>Finally, we recognise the need to empower local citizens to act as stewards of their land. We therefore cannot protect and restore this land directly, only contribute towards the conditions necessary for its restoration.</p> <p>The achievement of this target will be assessed by meeting science-based thresholds across five key indications associated with each driver of nature change (land/water/sea use change, resource exploitation, climate change, pollution, invasive species) in the landscapes of our key sourcing regions by 2030, and exceeding those thresholds in at least two of the five indicators by 2050.</p> <p>This is an extremely ambitious target and we do not know yet exactly how we will achieve it. But rather than starting with what we think is achievable, we have started with the change we think is needed to effectively address the social and environmental challenges and opportunities we face.</p> <p>The initiatives outlined below are only the start of our journey towards achieving the target, and will not get us all the way there. Instead, we commit to introducing new initiatives every five years, informed by our experience and take account of the latest science and ideas in the wider sustainability movement.</p> <p>2027 Target: Based on our 2023 double materiality assessment, we have identified point source water pollution from our manufacturing sites as our most significant impact on nature and biodiversity in our key landscapes, and the most immediate risk to our financial performance due to the regulatory risks associated with this impact.</p>



Biodiversity Target Example

Initiative	Responsibility	Milestone Date	Verification	
			Metric	Method
Avoid: Work with suppliers to ensure 100% of ingredients are certified as free from deforestation and land conversion.	Procurement	2025	% of ingredients by unit with relevant certification.	Certification via RSPO, RTRS, FSC and PEFC.
Reduce: Introduce new end-of-pipe technology to reduce point source pollution at our processing and manufacturing sites.	Operations	2027	Number of sites that have installed new technology.	Direct sampling of waste-water discharge from processing or manufacturing sites.
Restore/Regenerate: Innovate new products to ensure all product lines introduced over the next five years contain a biodiversity related regenerative innovation, such as increasing crop diversity and contributing to soil restoration.	Innovation and R&D	2027	Percentage of new product lines that contain biodiversity innovations.	Internal sustainability Reporting.
Transform: Introduce an environmental incentive scheme to support farmers transition to regenerative farming practices (e.g. provide financial material or in-kind support for landscape restoration) and monitor resulting biodiversity outcomes.	Finance	2027	Number of new procurement incentive schemes.	Internal sustainability Reporting.



Conclusion

Incorporating biodiversity and nature into a business' core strategy is no longer a choice but an imperative.



Conclusion

Incorporating biodiversity and nature into a business' core strategy is no longer a choice but an imperative. As stakeholders and regulatory frameworks evolve, businesses can no longer afford to operate in isolation from environmental and social justice challenges. However, this doesn't need to be an overwhelming task and many businesses may be surprised by how much they are already doing to lay the foundation for a nature-positive business strategy.

The process outlined in this report provides Origin Green members with the knowledge, tools, and guidance necessary to navigate this rapidly changing landscape. By following the five stage process, members can start their journey and follow the stages from defining, to developing and delivering on their biodiversity strategy, as well as learning and adapting to the changing contexts. This process not only supports businesses in reporting against existing biodiversity and ESG frameworks but positions them as proactive leaders in a new phase of responsible and resilient business.

To safeguard the wellbeing of both the environment and business viability, food businesses must integrate biodiversity across various functions and decision-making processes. The report identifies seven key business functions critical to this integration, offering practical guidance, illustrative examples, quick wins, and pertinent questions to consider. The world is changing, and as we navigate the complex challenges ahead, Origin Green members are poised to become trailblazers in this essential work of protecting and regenerating the very nature on which their operations depend.

The time has come for the food industry to not only adapt but to lead and inspire change. By setting ambitious biodiversity strategies while weaving it into their core business functions, Origin Green members can drive meaningful action, enhance operational resilience, and meet the growing expectations of stakeholders, all while mitigating risks, fostering innovation, and securing long-term viability.



